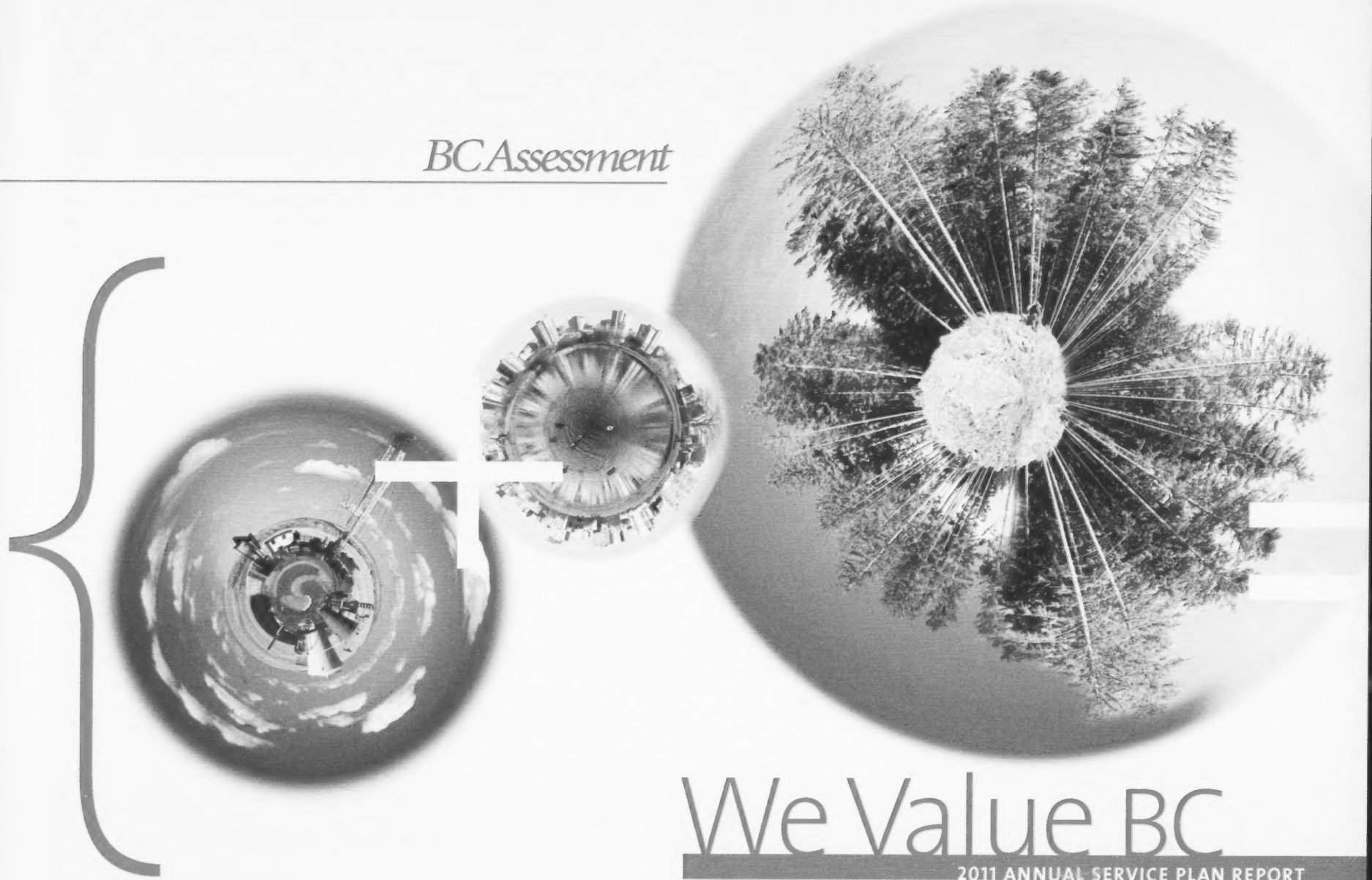
BC Assessment



We Value BC

2011 ANNUAL SERVICE PLAN REPORT

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MESSAGE FROM THE BOARD CHAIR TO THE MINISTER RESPONSIBLE

The Honourable Ida Chong
Minister of Community,
Sport and Cultural Development
Government of British Columbia

Dear Minister,

Accountability Statement

BC Assessment's *2011 Annual Service Plan Report* was prepared by management under the Board's direction in accordance with the *Budget Transparency and Accountability Act* and the BC Reporting Principles. The Board of Directors, through its direction to the President and CEO and its review of this annual service plan report, is responsible for what has been included in the document and how it has been reported.

The information presented reflects the actual performance of BC Assessment for the 12 months ended December 31, 2011 in relation to the *2011–2013 Service Plan* published in February 2011.

The Board is responsible for ensuring internal controls are in place to ensure information is measured and reported accurately and in a timely fashion.

All significant assumptions, policy decisions, events and identified risks, as of May 17, 2012, were considered in preparing the annual report. The report contains estimates and interpretive information that represent the best judgement of management. Any changes in mandate, direction, goals, strategies, measures or targets since the *2011–2013 Service Plan* was released and any significant limitations on the reliability of the data are identified in the report.

Our vision is "to be trusted to value B.C." It is this vision that drives everything that we do at BC Assessment. We are committed to working with our customers, stakeholders, partners and staff to continue to provide quality products and services, measure performance and demonstrate continuous improvement.

BC Assessment was named one of British Columbia's Top Employers for 2012 by the editors of Canada's Top 100 Employers. The Board believes that this recognition reflects BC Assessment's commitment to attracting, retaining and developing highly skilled and engaged people. In 2011, the Corporate Engagement Committee identified solutions to deal with key areas affecting staff under the overall theme of "Building Trust." Looking ahead, our goal is to continuously improve our workplace in order to make BC Assessment an even better place to work and to ensure that our performance always meets our customers' needs.

One of BC Assessment's goals is to ensure that our customers, stakeholders and partners receive timely, accurate and reliable products and services. To support that goal, BC Assessment has been working with the Office of the Auditor General since 2008 to continually improve the quality of our performance reporting. BC Assessment was one of the few Crown organizations to take advantage of this optional audit process. BC Assessment engaged the Office of the Auditor General to undertake an audit of our *2011 Annual Service Plan Report* against the eight BC Reporting Principles. We are pleased to announce that the Office of the Auditor General has provided a clean audit opinion on the *2011 Annual Service Plan Report* and we are very proud of the quality and standard of this report.

Ensuring that we consistently deliver services that anticipate and meet the needs of our customers is a key strategy for BC Assessment. For 2011, we confirmed our ambitious customer satisfaction targets to inspire our organization to deliver excellent customer service. The satisfaction target for local governments and First Nations was exceeded, but BC Assessment fell slightly short of the target for residential and non-residential customers. Identifying and meeting the needs of this diverse group remains a challenge for the organization. In 2010, BC Assessment initiated the development of a unified corporate customer service strategy to better respond to the needs of customer groups. We have undertaken work in this area with local governments, and in the future will be collaborating more closely with other customer groups.

A stable, dependable assessment role is vital to taxing authorities and is a key element of our mission. In 2011, just over 14,500 new folios were identified for inclusion in the 2012 Assessment Roll. BC Assessment continues to face the challenge of absorbing this growth with limited increases in resources and without compromising the quality of service to our customers. As an organization we continue to seek innovative ways in which we can draw on technology and adjust internal processes to increase organizational effectiveness and efficiency.

Ensuring uniformity and quality of assessment information is critical to supporting our customers, delivering transparency and developing trust between our organization and the people we serve. We are very pleased that for the roll produced in 2011, appeals to the Property Assessment Review Panel were significantly lower than for the previous year, resulting in a 98.8% acceptance rate of the 2012 Assessment Roll. This acceptance rate exceeded the target set by the organization and in part reflects the hard work BC Assessment staff have undertaken to raise public awareness of BC Assessment's role in the taxation system and to provide accessible information to customers regarding their assessments.

In 2011, BC Assessment was able to post a small surplus of $1.1 million or 1.4% of gross revenue. We believe that this surplus demonstrates BC Assessment's fiscal prudence and our support for the government's commitment to balance the provincial budget by 2013/2014. In 2011, despite year-over-year increase in the cost of doing business, we met our cost per property target. This result reflects our commitment to keeping assessment service costs for property owners as low as possible while continuing to meet growing service demands.

The Board of BC Assessment is proud of the work that all of our staff continue to do to meet and exceed our customers' expectations. We will always strive to be trusted to value B.C.

Sincerely,

Judy Rogers
Chair, Board of Directors

BC Assessment's *2011–2013 Service Plan* set out an ambitious framework of strategies, initiatives and projects that ensured our people, technology and processes are fully aligned with our strategic direction. In 2011, we successfully met 10 out of 12 performance measure targets; details on these performance measures and discussion of our results are provided on pages 18 to 35 of this report.

The highlights are presented using a balanced scorecard approach, showing both financial and non-financial accomplishments. For 2011, BC Assessment achievements include the following:

Customers

- Achieved customer satisfaction scores from local government (98.0%) and provincial government (98.5%) clients that indicate that BC Assessment is still performing well in serving these client groups
- Collaborated with the Ministry of Community, Sport and Cultural Development to set up a pilot project for holding Property Assessment Review Panel (PARP) hearings by teleconference in the Capital and North regions (Terrace and Prince Rupert)
- Developed business requirements for new Data Advice service for local governments
- Added Quick Response (QR) codes to the 2012 Assessment Notices, and developed a supporting mobile website
- Added new functionality to e-value*BC* to offer improved customer service, including development of supporting help material, communications and public videos

Processes

- Produced high-quality 2012 Assessment Rolls, based on our established performance measures
- Completed the first of three phases of the Business Rules Revitalization project that will ultimately see simplified and easier to use process documentation
- Completed phase two of the Risk-Based Inventory Management project, including a first-generation statistical model to objectively direct resources to the highest risk areas
- Completed the Industrial, Commercial & Investment (ICI) Land project, which implemented audit recommendations to ensure application of a consistent and uniform valuation approach for ICI properties
- Successfully integrated the Desktop Review function into our core functions in 2011, with another 50,000 properties reviewed
- Launched a telework pilot to support flexibility in the workplace
- Completed the restructuring of the Finance Division to provide enhanced service levels
- Made significant progress on the Enterprise Resource Planning system in 2011, paving the way to implementation in 2012

Finances

- Completed the 2011 fiscal year with an operating surplus of $1.1 million (1.4%), and $825,000 (24%) over the capital budget
- Transitioned to Public Sector Accounting standards for reporting the 2011 financial statements, including retroactive restatement of the prior period under these standards
- Selected a new print and mailhouse vendor for delivery of the 2012 Assessment Notices, resulting in substantial cost savings

Learning and Growth

- Obtained 2011 Employee Engagement Survey results that show progress in several key areas: staffing practices, supervisory-level management and executive-level management
- Advanced appraisal specialization through the creation of a multi-region team for Major Industrial Properties in the Lower Mainland, to improve data quality and sustain our knowledge base
- Offered an increased number of development opportunities – the Expression of Interest process has continued to attract strong interest within BC Assessment, allowing employees to try tasks outside of their normal roles

Facilities

- Developed a new Space Utilization Model to be used for all new office premises and renovations, to increase our operational efficiency and reduce our greenhouse gas emissions

Details on these highlights are interspersed throughout the report.

Mandate

BC Assessment is a provincial Crown corporation with the legislated mandate to establish and maintain assessments that are uniform in the whole of British Columbia, in accordance with the *Assessment Act*. While BC Assessment has no direct role in property taxation, property assessments form the basis of distributing property tax for the taxing authorities, which include 160 municipalities, 28 regional districts, 221 improvement districts and 60 First Nations.

BC Assessment plays an integral and impartial role in the property taxation system by producing an accurate and uniform assessment roll each year. The assessment roll provides the foundation for a stable tax base for the taxing authorities. In 2011, more than $6 billion in general property tax revenue was generated. This funding allows communities to sustain the community services, transportation and utility infrastructure, schools, police and fire services, parks, and recreational and cultural services that provide broad public benefits to British Columbians.

value*BC* and e-value*BC*

value*BC* – The database system used by BC Assessment to retain information and produce property assessments.

e-value*BC* – available on www.bcassessment.ca all year round. This easy-to-use database, which has been made available online since the year 2000, enables the public to view total assessed values for most properties in British Columbia.

Strategic Direction

The strategic direction was developed by the Board of Directors and Executive Management Team based on information gathered from all levels of BC Assessment staff. The vision, mission and values are integral to our day-to-day work. They guide how we interact with our fellow employees, the provincial government and other stakeholders by providing the common ground on which to build and achieve our goals. Our customer service commitment is a key part of BC Assessment's promise to our customers, and reflects what our customers have told us they value most in service excellence.

VISION

We are trusted to value B.C.

MISSION

To create uniform assessments which are relied upon to build sustainable communities throughout B.C.

VALUES

Integrity: We act in an ethical manner and we honour our commitments

Transparency: We are fair and open in how we conduct our business

Impartiality: We are objective and unbiased. We do our work and make our decisions without favour or prejudice

Innovation: We provide creative business solutions and support a culture of continuous improvement

CUSTOMER SERVICE COMMITMENT

Reliable: We offer accurate products and professional service

Accessible: We provide timely access to staff and information

Uniform: We are consistent and fair in the way we serve you

Respectful: We maintain positive relationships both internally and externally

Core Products and Services

The provision of an annual assessment roll is central to BC Assessment's work (*Table 1*). The assessment roll contains the legal description, ownership information, assessed value, use classification, tax exemption status and other details for every recorded property in British Columbia.

Each year, BC Assessment determines the market value of properties as of July 1. On December 31, an annual assessment roll is provided to each taxing jurisdiction. For the 2012 roll, BC Assessment sent a total of 2,084,310 assessment notices to British Columbia property owners, an increase of 0.87% from the 2011 total of 2,066,261.

For more information on property classifications and the appraisal process, please see BC Assessment's fact sheets.

Ensuring Fair and Accurate Assessments

BC Assessment must deliver property assessments that are fair and accurate. Property owners have access to a range of options to ensure the accuracy and impartiality of their assessment. Local BC Assessment appraisers can often resolve issues with a property owner early in the year, following delivery of assessment notices. In cases where informal resolution is not possible, the matter can be forwarded by January 31 to a local Property Assessment Review Panel (PARP), held from February to mid-March. Prior to April 30, property owners may appeal panel decisions to the Property Assessment Appeal Board (PAAB), which is independent from the PARP process, the provincial government and BC Assessment. PAAB decisions may be further appealed to higher courts based only on points of law.

For more information on appeal processes and timelines, please visit the B.C. government Property Assessment Review Panel and Property Assessment Appeal Board websites.

Becky and Miko, Appraisers; Peter, Infrastructure Services Coordinator; Amanda, Appraiser

TABLE 1: BC ASSESSMENT'S CORE PRODUCTS

PRODUCT	DETAIL
Assessment Roll	**Completed Roll** – Annual assessment roll completed, approved by regional assessors by December 31, and used by taxing authorities to calculate taxation in the following year
	Revised Roll – Includes amendments made by a Property Assessment Review Panel (PARP) during February and March
	Supplementary Roll – Contains changes and corrections, including decisions from the Property Assessment Appeal Board (PAAB); supplementary rolls are issued between April and December
	Grant Roll – Contains the assessed value of properties that are exempt from property taxation, such as government properties, schools and hospitals; a total of 10 grant rolls (e.g., BC Hydro, BC Transmission Corporation, BC Rail) are issued by March 31; the roll that values these exempt properties serves as the foundation for payments in lieu of property taxes
First Nations Assessment Roll	BC Assessment completes an assessment roll for 60 First Nations that have authority to establish independent real property taxation systems
Assessment Notice	An assessment notice details the assessed value of the land and any improvements on the property; assessment notices are mailed to every person designated on the assessment roll to receive one
Statutory Report	A statutory report gives value summaries for specific taxation purposes, such as funding for school districts, regional districts, local areas, and hospital and transit services

Customers, Partners and Stakeholders

Taxing authorities are one of our principal customer groups, and they include local, provincial (B.C.) and federal governments. We also provide assessment services to 60 First Nations that have taxing authority. Other key customer groups include residential homeowners, non-residential businesses and government property owners (*Table 2*). Customers can access our products and services through a range of service channels, including assistance at one of our 16 local area offices in person, by phone or online.

BC Assessment works closely with our Shareholder (the provincial government) to assist in the development of assessment policy and to ensure that the government is aware of emerging issues. Local government taxing jurisdictions are among our primary stakeholders, and are represented by organizations such as the Union of British Columbia Municipalities, the Local Government Management Association, the Municipal Information Systems Association, the First Nations Tax Commission and the Government Finance Officers Association of British Columbia. BC Assessment has enhanced consultation with taxing jurisdictions through the establishment of a Taxing Jurisdiction Advisory Committee.

BC Assessment consults with a variety of property owner groups such as the Canadian Property Taxpayers Association. We also work with a number of partner organizations such as the Appraisal Institute of Canada, the Real Estate Institute of BC, the Sauder School of Business, the University of British Columbia, the Integrated Cadastral Information Society (ICIS) and the International Association of Assessing Officers (IAAO) to continually improve the assessment system in B.C.

TABLE 2: BC ASSESSMENT'S CUSTOMERS

Residential Folios 338,441 rural 1,386,666 urban	**Local Government** 160 municipalities 28 regional districts 221 improvement districts
Non-Residential Folios 166,449 market 27,449 non-market	**First Nations** 60 First Nations

Using Geospatial Technologies

BC Assessment has evolved the use of its geographic information system and mapping technologies to enhance business performance. We have achieved complete electronic assessment-mapping coverage of the province, improving the consistency and uniformity of our valuation processes. Through ICIS, BC Assessment has contributed to building strong partnerships with local governments and utilities to establish a base cadastre (mapping fabric) for the province that a variety of organizations use in their operations. With the emerging use of a wider range of geospatial technologies, BC Assessment, along with ICIS, is poised to play a leadership role in the evolution of partnerships to support broader application of geospatial technologies and imagery for greater public benefit.

Rebecca, Appraiser; Jenna, Business Analyst

Organizational Structure

BC Assessment currently employs approximately 650 full-time staff in the head office and the 16 area offices throughout the province. The primary points of customer service are the area offices, which are geographically dispersed across B.C. *Figure 1* summarizes our governance and organizational structure, including roles and responsibilities. Additional information on the location of our assessment regions and area offices can be found online.

FIGURE 1: BC ASSESSMENT'S GOVERNANCE AND ORGANIZATIONAL STRUCTURE

PROVINCE OF BRITISH COLUMBIA

BOARD OF DIRECTORS

PRESIDENT AND CEO

EXECUTIVE MANAGEMENT TEAM

DIVISIONS

OFFICE OF THE PRESIDENT AND CEO

- Board liaison
- Stakeholder relationships management
- Issues management
- Corporate communications
- Performance management
- Risk management
- Strategic and business planning
- Business continuity planning

FIELD OPERATIONS

- Responsible for the creation of the annual assessment roll, and support of the review and appeal processes
- Administered by two separate field divisions with combined respon sibility for 10 assessment regions
- Currently responsible for 1.9 million folios with an assessed value of $1.1 trillion

HUMAN RESOURCES

Ensures that our people practices enable us to attract, retain, develop and engage the best people for our business

BUSINESS AND CUSTOMER SERVICES

- Delivers assessment rolls and notices
- Develops business relationships
- Manages the evolution of business systems
- Manages Information and Communications Technology (ICT) infrastructure operations
- Develops and supports software applications, database and management information reporting services

POLICY AND LEGAL SERVICES

- Serves as first point of contact for field staff seeking assistance on assessment or valuation issues
- Provides legal analysis and opinions, policy support and intergovernmental relations
- Leads quality assurance and business process improvements

FINANCE

Provides leadership, expertise and best practices in the areas of:

- Financial planning, policy and operations
- Regulatory and management reporting
- Business and financial analysis
- Facilities and fleet management
- Internal audit
- Climate action

BC Assessment's governance is defined in legislation applicable to all Crown corporations, as well as in the *Assessment Authority Act* and the *Assessment Act*. The corporate governance framework is also defined in the *2011 Shareholder's Letter of Expectations*. This letter is an agreement between the Minister responsible for BC Assessment – the Honourable Ida Chong, Minister of Community, Sport and Cultural Development – acting as a representative of the Shareholder (the provincial government), and the Board Chair. It specifies a common understanding between the Shareholder and the Board of Directors on responsibilities, accountabilities, key governance issues, core services, public policy issues, strategic priorities and performance expectations for BC Assessment. Excerpts of the strategic priorities and performance expectations are provided in *Appendix A*.

Accountability to the Shareholder and the public is demonstrated through both the three-year service plan and the annual service plan report, which include critical components of the annual Shareholder's Letter of Expectations and identify BC Assessment's responses to the provincial government's direction.

FIGURE 2: BOARD OF DIRECTORS' COMMITTEE STRUCTURE AND MEMBERSHIP

BOARD OF DIRECTORS	**Mandate:** The Board has the general duty to guide the corporation's strategic direction and oversee management in the conduct of the business of the corporation. The Board sets the standards for BC Assessment's organizational conduct and acts as the guardian of corporate values.	**Chair:** Judy Rogers	**Members:** Richard Taylor (Vice Chair), Janet Heino, Allen Tozer, Shawn McLaughlin, John Starke, Ernest Jack, Ben Vanderhorst, Josh Smienk
AUDIT & RISK MANAGEMENT COMMITTEE	**Purpose:** The Audit & Risk Management Committee assists the Board in fulfilling its obligations and oversight responsibilities relating to the audit process, financial reporting, the system of corporate controls and enterprise risk management.	**Chair:** Richard Taylor	**Members:** Janet Heino, Ben Vanderhorst, Judy Rogers
GOVERNANCE COMMITTEE	**Purpose:** The Governance Committee is responsible for ensuring that BC Assessment and its Board develop and implement an effective approach to corporate governance. This approach will enable the business and affairs of the organization to be carried out, directed and managed with the objective of ensuring compliance with governance practices and sound ethical principles.	**Chair:** Judy Rogers	**Members:** Josh Smienk, Ernest Jack, Shawn McLaughlin
HUMAN RESOURCE & COMPENSATION COMMITTEE	**Purpose:** The Human Resource & Compensation Committee assists the Board in fulfilling its obligations relating to human resource and compensation issues. The committee maintains a focus on the performance development of the President and CEO and on the key strategic human resource priorities.	**Chair:** Allen Tozer	**Members:** John Starke, Doug Morneau, Judy Rogers

Board of Directors

The Board of Directors occupies a central role in the governance of BC Assessment. The Board has the general duty to guide the strategic direction of BC Assessment and oversee management in the conduct of the organization's business. In carrying out these duties, the Board has a role in policy-making, strategic planning processes and performance monitoring. The Board also has exclusive jurisdiction to regulate the valuation rates of certain properties in the province, such as major industrial properties and farm land. The Board of Directors is guided by the principles included in the provincial government's *Best Practice Guidelines: BC Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations.*

The Board of Directors carries out much of its work through four main committees. *Figure 2* shows the committee structures and membership for the Board of Directors.

Further information regarding BC Assessment's Board of Directors can be found online.

Executive Management Team

Responsibility for day-to-day management of BC Assessment is delegated to the President and CEO, who leads BC Assessment in achieving the corporate goals and priorities set by the Board, sets standards for organizational conduct and recommends new initiatives to the Board.

The Executive Management Team at BC Assessment has seven members:

Connie Fair
President and Chief Executive Officer
Peter Bretherton
Vice President, Field Operations
David Highfield
Vice President, Field Operations
Andy Hoggarth
Vice President Finance and Executive Financial Officer
John Madden
Vice President, Human Resources
Harry Mercer
Vice President, Business and Customer Services
Andy Robinson
Vice President, Policy and Legal Services

Responsibilities of the Executive Management Team may be found online.

THE BC ASSESSMENT EXECUTIVE MANAGEMENT TEAM AND SENIOR LEADERSHIP TEAM

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of the British Columbia Assessment Authority, and
To the Minister of Community, Sport and Cultural Development, Province of British Columbia:

Report on the Annual Service Plan Report

I have been engaged to report whether *The 2011 Annual Service Plan Report* (the annual report) of the British Columbia Assessment Authority (BC Assessment) for the year ended December 31, 2011, has been prepared in accordance with the BC Reporting Principles. The eight BC Reporting Principles outline the characteristics of good performance reporting, and were endorsed by the Legislative Assembly's Select Standing Committee on Public Accounts for use by public sector organizations in British Columbia. The principles are detailed in the appendix to this report. This annual report is the responsibility of BC Assessment.

Management's Responsibility for the Annual Service Plan Report

Management is responsible for the preparation of the annual report in accordance with the BC Reporting Principles, and for such internal control as management determines is necessary to enable the preparation of an annual report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on this annual report based on my audit. I conducted my audit in accordance with Canadian standards for assurance engagements set out in the CICA Handbook – Assurance. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the annual report is free from material misstatement. The conclusion in my report is based on procedures that I determined to be necessary for the collection of sufficient, appropriate evidence in order to obtain a high, though not absolute, level of assurance as to BC Assessment's achievement of the requirements of the BC Reporting Principles.

I have audited the entire annual report to assess whether it has been prepared in accordance with the BC Reporting Principles. A separate audit, to determine if BC Assessment's financial statements have been prepared and reported in accordance with Canadian public sector accounting standards, was also conducted. The audited financial statements and auditor's opinion are presented on pages 41 to 51. In my view, the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, this annual report has been prepared in accordance with the requirements of the BC Reporting Principles, in all significant respects.

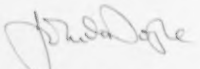
Comparative Information

Without qualifying my opinion, I draw attention to the fact that in my previous examination, I was not engaged to report on the reliability of information outside the financial statements. As such, comparative information provided by management in the annual report, outside the financial statements in pages 41 to 51, is unaudited.

Other Matters

As called for by the BC Reporting Principles, the annual report contains a number of representations from management concerning the appropriateness of the goals, objectives, and targets established by BC Assessment, explanations of the adequacy of planned and actual performance, and expectations for the future. Such representations are the opinions of management and inherently cannot be subject to independent verification.

My examination was limited to ensuring the report contains those representations called for by the BC Reporting Principles and that they are consistent with the audited performance information and financial statements. The following appendix contains details supporting my conclusions for each of the BC Reporting Principles, and is an integral part of my opinion.



Victoria, British Columbia
May 18, 2012

John Doyle, MAcc, CA
Auditor General

Detailed observations

Principle 1 – Explain the Public Purpose Served

The report explains BC Assessment's public purpose, enabling legislation, and mission. Core business areas, services, customers, and stakeholders are described, as is the role of partners. The report explains BC Assessment's governance structure and external accountabilities. The report outlines BC Assessment's values that guide its service delivery (guiding principles and premises).

Principle 2 – Link Goals and Results

The report explains the chain of events from mission to goals and strategies through to performance measures. The relevance of these measures is explained in the context of BC Assessment's goals and objectives, and in relation to issues of concern to an external audience (the public and legislators). Performance measurement focuses on outcomes in the short and long term, explaining how short-term achievements impact long-term results. Variances between planned and actual results are explained and related to expectations and plans for the future.

Principle 3 – Focus on the Few Critical Aspects of Performance

The report states why goals, objectives, and the twelve performance measures are important to BC Assessment and to an external reader. The performance information provides a clear and concise performance story. Key results are clear and readily apparent.

Principle 4 – Relate Results to Risk and Capacity

The report summarizes key risks and capacity issues in relation to each performance measure, their impact on results, and strategies for dealing with them in the future. Issues related to organization-wide financial, infrastructure, and technology risks and capacity are discussed separately.

Principle 5 – Link Resources, Strategies and Results

Revenue and expense variances are described as part of management's commentary on the financial statements. Costs are related to key business activities and goals. Planned and actual costs are provided for key revenue and expense items, and trend information is provided for revenues and expenses. A critical measure of efficiency is identified — average cost per property for assessment services — and reported.

Principle 6 – Provide Comparative Information

Actual performance is clearly reported in relation to the service plan. Current performance is related to historic trends, and related to some industry benchmarks. Inconsistencies in trend data are fully explained, and future performance targets are explained in the context of current performance.

Principle 7 – Present Credible Information, Fairly Interpreted

Except for the comparative information as detailed in the audit opinion, I am providing a high level of assurance that the information supporting the performance results in the annual report is reliable. I am not providing assurance on the effectiveness of BC Assessment's control environment. The report is reasonably concise and specialized terminology has been largely avoided. The report has been issued in accordance with statutory reporting deadlines.

Principle 8 – Disclose the Basis for Key Reporting Judgments

The report provides explanations for how performance measures are derived and the period to which data relates. BC Assessment's Board Chair has affirmed her ownership of the report, and responsibility for ensuring the accuracy and timeliness of performance information. The report explains the importance and relevance of goals and objectives, and it discusses how targets are selected.

OFFICE OF THE Auditor General of British Columbia

The service plan and the Shareholder's Letter of Expectations establish the public reporting performance expectations for BC Assessment as determined by the Board of Directors. The *2011–2013 Service Plan* is our plan of action, and clearly sets the conditions that define our success. It identifies our five goals, the supporting strategies and our performance measures (*Table 3*).

Shifts in 2011

There were no changes from the *2011–2013 Service Plan* in BC Assessment's vision, mission and values in 2011. The five BC Assessment strategic goals were not altered, but wording for the descriptions and associated strategies was refined by the Board of Directors in 2011 to enhance clarity. The set of performance measures reported within this document has not changed from those published in the *2011–2013 Service Plan*.

Shifts in targets are discussed here, and further details on these performance measures and BC Assessment's 2011 results are given on pages 18 to 35.

BC Assessment adjusted the employee engagement targets in 2011. The *2010–2012 Service Plan* set a target of 65 for 2010, but the actual result, as published in the *2010 Annual Service Plan Report*, was 60. This below-target result was primarily driven by a decrease of 6 points in employee satisfaction with pay and benefits as a result of a two-year wage freeze. In the *2011–2013 Service Plan*, the 2011 target was set at 68. Based on the 2010 result of 60, and as our economic context had not changed, management believed that a score of 68 was highly unlikely to be realized and

TABLE 3: BC ASSESSMENT'S GOALS, STRATEGIES AND PERFORMANCE MEASURES

GOALS	STRATEGIES	PERFORMANCE MEASURES
1. People and Culture Our people are skilled and inspired and committed to our vision	Retain, attract and develop highly skilled and engaged people	PM.1: Level of employee engagement
2. Customers Our customers have trust and confidence that their needs will be anticipated and met with care and professionalism	Consistently deliver services that anticipate and meet the needs of our customers	PM.2: Percentage of customers satisfied or very satisfied with service: · Residential/non-residential · Local government/First Nations
3. Relationships The provincial government, stakeholders and partners are actively engaged and collaborating with us to provide effective assessments	Continue the trusted business relationship with the provincial government to support our mutual goal of excellence in delivering assessment services Develop and enhance strong partnerships and alliances with our stakeholders and partners that promote trust and mutual benefits	PM.3: Percentage of customers satisfied or very satisfied with service: · Provincial government
4. Products and Services Our customers, stakeholders and partners receive timely, accurate and reliable products and services	Ensure uniformity and quality in assessment information Provide convenient, innovative ways to access and exchange information	PM.4: Percentage of assessments accepted without appeal
		PM.5: Assessment to sales ratio (ASR): · Residential · Non-residential
		PM.6: Coefficient of dispersion (COD): · Urban · Rural
5. Effectiveness Our business is conducted in an effective, efficient and financially sustainable manner	Develop innovative, risk-based practices to deliver efficient and effective business operations	PM.7: Assessment roll stability
		PM.8: Cost per property for assessment services – net
		PM.9: Greenhouse gas emissions (tonnes of CO_2 equivalent)

adjusted the expectation for 2011 to 62. As such, the targets for 2012 to 2014 have been established as 64, 66 and 67, respectively.

BC Assessment also made minor adjustments to the cost per property performance targets based on projected new property construction and development, as well as assumptions regarding changes in revenues and expenditures. These estimates are refined each year as new information becomes available.

In 2010, a new performance measure was added to track our greenhouse gas (GHG) emissions in support of government's Climate Action initiative. The GHG performance targets were initially set in 2010 based on the 2008 and 2009 consumption data, then reviewed in early 2011. As noted in the *2010 Annual Service Plan Report* published in May 2011, the targets for 2011 to 2013 (777.4, 765.8 and 754.3 tonnes of carbon dioxide (CO_2) equivalent, respectively) in the *2011–2013 Service Plan* were revised to recognize an error in the data for the baseline year of 2009; data received from third parties for electricity and natural gas consumption at two leased facilities were overstated by 113 tonnes of CO_2 equivalent, resulting in a recalculation of future targets as 651 (2011), 638 (2012), and 625 (2013) tonnes of CO_2 equivalent. Subsequent to the publication of the *2010 Annual Service Plan Report*, further adjustments were made to GHG emissions targets, as analysis of 2010 data provided increased understanding of our consumption trends. These shifts are reflected in *Table 4* below, and in BC Assessment's *2012–2014 Service Plan*.

TABLE 4: SUMMARY OF PERFORMANCE MEASURES, RESULTS AND TARGETS – 2009 TO 2014[1]

	PERFORMANCE MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2011 TARGET	2012 TARGET	2013 TARGET	2014 TARGET
PM.1	**Level of employee engagement**	62	60	60	68[2]	64	66	67
PM.2	**Percentage of customers satisfied or very satisfied with service:**							
	· Residential/non-residential	83.9%	83.8%	80.9%[3]	≥ 85.0%	≥ 85.0%	≥ 85.0%	≥ 85.0%
	· Local government/First Nations	95.8%	Biennial Survey	97.0%	≥ 95.0%	Biennial Survey	≥ 95.0%	Biennial Survey
PM.3	**Percentage of customers satisfied or very satisfied with service:**							
	· Provincial government	99.4%	Biennial Survey	98.5%	≥ 95.0%	Biennial Survey	≥ 95.0%	Biennial Survey
PM.4	**Percentage of assessments accepted without appeal**	98.5%	98.4%	98.8%	≥ 98.0%	≥ 98.0%	≥ 98.0%	≥ 98.0%
PM.5	**Assessment to sales ratio (ASR):**							
	· Residential	96.9%	97.6%	98.0%	97.0–100%	97.0–100%	97.0–100%	97.0–100%
	· Non-residential	95.4%	96.3%	96.5%	95.0–100%	95.0–100%	95.0–100%	95.0–100%
PM.6	**Coefficient of dispersion (COD):**							
	· Urban	6.5%	6.5%	5.9%	< 10.0%	< 10.0%	< 10.0%	< 10.0%
	· Rural	8.2%	8.0%	7.7%	< 15.0%	< 15.0%	< 15.0%	< 15.0%
PM.7	**Assessment roll stability**	0.35%	0.32%	0.36%	≤ 0.37%	≤ 0.37%	≤ 0.37%	≤ 0.37%
PM.8	**Cost per property for assessment services – net**	$39.11	$39.90[4]	$40.25	$40.45	$41.42	$42.29	$43.09
PM.9	**Greenhouse gas (GHG) emissions (tonnes of CO_2 equivalent)**	694	610	498	601[5]	592	583	575

[1] Comparative results for 2009 and 2010 were not audited by the OAG.

[2] The target of 68 represents the figure published in the *2011–2013 Service Plan*, against which we are reporting. The adjusted expectation for 2011 was a corporate score of 62, as mentioned in the text above.

[3] The 2011 result for residential/non residential customer surveys has been restated from the 82.6% figure reported in the *2012–2014 Service Plan*. This discrepancy is due to a difference in calculation methods; the restated figure of 80.9% best ensures year-over-year comparability of results.

[4] The 2010 result for cost per property, formerly reported as $39.99, is restated to align with the public sector accounting (PSA) standards adopted by BC Assessment in 2011. For more information, see the Financial Review and Statements section of this report.

[5] GHG targets shifted in 2011; please see text above for details.

Setting Performance Targets

BC Assessment establishes performance targets in consideration of historical performance, industry standards, desired levels of service and operational constraints. The targets are reviewed annually by the Board to ensure they are meaningful for evaluating our performance on behalf of our customers, stakeholders and Shareholder. Internal planning processes and management decision-making throughout the year are designed to align resources with the achievement of our corporate goals and performance targets. While the targets challenge and, in some cases, stretch the organization, we have every expectation that they can be achieved. BC Assessment also uses an extensive system of internal measures to help monitor performance throughout the organization.

Benchmarking

To improve the comparability and quality of our performance measures, we use benchmarks as a key part of our performance management program. Benchmarking permits comparisons from other jurisdictions that give us confidence that our property assessment process provides high-quality, uniform assessments. In support of our benchmarking objectives, we are a founding member of and continue to support the Canadian Property Assessment Benchmarking Network. This benchmarking network shares assessment and other management information between assessment jurisdictions across the country. Results from some of our benchmarking activities are reflected in our appraisal practice and policy development. The results also support our key performance indicators, customer service standards and surveys, staff training and development opportunities, competencies for staff and legislative framework.

The most comparable performance measures between assessment jurisdictions are the assessment to sales ratio (ASR) and the coefficient of dispersion (COD), which relate to roll quality and uniformity. These measures are used by most assessment jurisdictions, and as a result, international standards are in place to gauge performance. *Table 5* reflects the most recent benchmarking information for single-family residential properties. The challenge in comparisons with other jurisdictions is that most are not on an annual assessment cycle like BC Assessment. The benchmarking therefore lacks consistency year-to-year, depending on how many jurisdictions produce an assessment roll. Further, BC Assessment is the only jurisdiction that calculates separate CODs for urban and rural properties; other jurisdictions report a single combined COD value.

For the residential ASR target, BC Assessment has selected a much more stringent range of 97–100%, instead of the International Association of Assessing Officers (IAAO) target range of 90–110%. BC Assessment was successful in meeting the residential ASR performance measure target for 2011 with a result of 98.1%. Details on our ASR performance measure may be found starting on page 26.

As with the target for ASRs, BC Assessment has selected more difficult COD targets than those recommended by the IAAO. We have set our COD target for urban properties at less than 10% rather than the IAAO's standard of less than 15%; for rural properties, our COD target is set at less than 15% rather than the IAAO's standard of less than 20%.

Information on the standards set by the IAAO is published on the association's website.

Data Source Reliability and Limitations

BC Assessment's public reporting is guided by the eight *Performance Reporting Principles For the British Columbia Public Sector* endorsed by the Legislative Assembly's Select Standing Committee on Public Accounts that outline the characteristics of good performance reporting by public sector organizations. In 2011, we continued to work with the Office of the Auditor General of British Columbia (OAG) to audit our performance against the eight principles. The final audit opinion on our *2011 Annual Service Plan Report* may be found on page 10 of this report.

Much of the information used in our performance measures is collected by professional appraisal staff. BC Assessment also relies on outside sources of data, including municipalities, regional districts, real estate boards, the Land Title and Survey Authority of British Columbia (LTSA) and individual property owners. BC Assessment conducts regular and extensive surveys with our customer groups, using third-party commercial survey companies with established professional standards. We undertake periodic reviews to improve the comparability and quality of our performance measures.

Data source reliability and limitations are discussed in more detail for each performance measure later in this document. In addition, our internal audit program undertakes audits of our internal controls on the systems that produce the key performance indicator measures and results.

TABLE 5: BENCHMARKS

PERFORMANCE MEASURE	IAAO STANDARDS	BC ASSESSMENT TARGET (2011 ASSESSMENT ROLL)	BC ASSESSMENT ACTUAL (2011 ASSESSMENT ROLL)	AVERAGE RESULT OF PARTICIPATING CANADIAN JURISDICTIONS[1]
Assessment to sales ratio (Roll Quality)	90–110% for residential properties	97–100%	98.1%	97.5%
Coefficient of dispersion (Uniformity)[2]	< 15% for urban properties	< 10%	5.9%	N/A
	< 20% for rural properties	< 15%	7.6%	N/A
	Combined urban and rural	N/A	6.6%	9.4%

[1] The number of jurisdictions providing results to be averaged for the ASR score was 10, and for the COD score was 8.

[2] Other Canadian jurisdictions combine urban and rural CODs into a blended measure; BC Assessment has refined this measure to differentiate between urban and rural CODs. While BC Assessment does not have a combined target, the actual combined result can be calculated for comparison purposes.

Strategic Risk Management

BC Assessment is in the process of redefining and enhancing its enterprise risk management program. The risk identification and tracking carried out in creating the corporate risk register feed directly into BC Assessment's strategic and business planning process, explicitly linking actions and associated resources to areas of uncertainty and concern. Many of the initiatives listed in our corporate business plan, from the business transformation initiatives to individual divisional projects, have been initiated through corporate recognition of the need for change as our strategic context evolves. In 2011, through our Internal Audit Department, we audited the enterprise risk management program and intend to repeat this audit every three years moving forward. *Table 6* represents the key corporate opportunities and risks identified in the *2011–2013 Service Plan*, and our associated responses in 2011.

TABLE 6: BC ASSESSMENT'S 2011 OPPORTUNITY AND RISK RESPONSES

OPPORTUNITIES	RESPONSE
Continue business process re-engineering to improve efficiency of financial processes	· Invested in an integrated, upgraded Enterprise Resource Planning (ERP) system · Continued to review and update financial policies, practices and procedures
Create additional enhancements to customer service experiences	· Enhanced e-value*BC* to provide year-round information to property owners · Developed business requirements for new Data Advice service for local governments · Added Quick Response (QR) codes to the 2012 Assessment Notices and developed a supporting mobile website
Increase emphasis on project management and change management disciplines	· Employed consistent, corporate methodology for the selection, prioritization and management of projects that align with strategic goals · Evolved project management processes to improve effectiveness in project delivery and change management
Advance our employee engagement initiative to attract and retain staff while enhancing service levels	· Created five project teams to develop solutions to address identified engagement issues · Offered an increased number of development opportunities to staff through expressions of interest for acting positions and committee participation · Conducted focus and advisory groups to get staff involved in identifying workplace issues and solutions
Improve access to timely and accurate financial and management information to support effective decision-making	· Completed a broad analysis of requirements to satisfy the need for improved performance measurements and improved information management disciplines · Continued to invest in enhanced financial, management and productivity reports

Michael, Senior Appraiser

TABLE 6: BC ASSESSMENT'S 2011 OPPORTUNITY AND RISK RESPONSES CONT.

RISKS	RESPONSE
Insufficient knowledge transfer and succession planning for critical and skilled employees may lead to loss of expertise	· Offered rotational team assignments in local offices to broaden knowledge and capacity · Advanced appraisal specialization through the creation of a multi-region team for Major Industrial Properties in the Lower Mainland, to improve data quality and sustain our knowledge base · Commenced work on a more formal succession planning process for critical roles, including executive, mid-management and specialist appraisal positions
Job market competition may result in difficulty recruiting staff in specific positions and locations	· Enhanced BC Assessment employment brand awareness through a stronger presence in social media such as LinkedIn, Facebook and Twitter · Increased our use of social media to source applicants for key roles · Strengthened our presence at universities for recruiting into assessment positions · Implemented a number of improvements to our recruiting process to reduce the length of time required to fill required vacant positions
BC Assessment's property valuation system (value*BC*) may not meet changing business needs	· Developed a strategic partnership with the current vendor to ensure BC Assessment's needs are delivered · Initiated five-year planning to redevelop the value*BC* system and to validate or redefine business processes · Established a new strategic project management role to assist BC Assessment through the system change · Made progress in several areas, such as Field Data Collection tools, as part of the redevelopment of the next generation of our property valuation system software and related technologies
Outdated property assessment inventory may result in a loss of confidence in our assessments	· Continued building a framework to objectively determine where to deploy our resources for the greatest positive impact; completed phase two of the Risk-Based Inventory Management project · Implemented a new Desktop Review process to reassess properties without the need for on-site inspections by using imagery technology · Completed and continued a number of projects in specific property types
Insufficient technical capacity of some customers and stakeholders may result in the inability to seamlessly integrate with our IT systems	· Initiated a proof of concept with the Capital Regional District to improve the provision of service and receipt of information with local governments · Initiated a project with the Land Title and Survey Authority of British Columbia to streamline and integrate data feed systems
Changes in provincial government policies and directions may adversely impact BC Assessment's funding, tax rates and salaries	· Strengthened the relationship with the provincial government to be better informed about potential policy changes

Goal Statement

Our people are skilled and inspired and committed to our vision.

Strategy

Retain, attract and develop highly skilled and engaged people.

Strategic Risks

BC Assessment continues to face the following strategic risks in relation to our people:

- **Knowledge transfer and succession planning:** Critical roles at BC Assessment are filled by specific, knowledgeable staff who acquired expertise and skills during their careers. Insufficient knowledge transfer and succession planning processes for retirements and resignations of staff in specialized positions could result in lost business knowledge and operational inefficiencies
- **Job market competition:** BC Assessment may have difficulty recruiting staff in specific positions and locations, which could result in critical services not being provided effectively

PM.1 Importance

Employee engagement is the foundation for a workplace that enhances satisfaction and commitment and inspires people to want to come to work. Engaged employees contribute to higher levels of customer satisfaction, trust and confidence in what an organization does. The employee engagement survey results not only tell us what our level of engagement is, but also show us how well we are doing on key drivers such as pay and benefits, hiring practices, leadership and teamwork.

PM.1 Targets

BC Assessment has set targets that push the organization to achieve increases in employee engagement. As previously mentioned, adjustments were made in 2011 to the employee engagement target. In the *2011–2013 Service Plan*, the 2011 target was set at 68; based on the 2010 result of 60, management believed that this target was highly unlikely to be realized, and adjusted the expectation for 2011 to 62. The targets for 2012 to 2014 have been established as 64, 66 and 67, respectively. The employee engagement score represents the combined responses of all participating BC Assessment employees, and the results may be affected by a variety of internal and external factors, such as economic stability, organizational change, negotiated union agreements and individual work relationships.

GOAL 1 PERFORMANCE MEASURE, RESULTS AND TARGETS – 2009 TO 2014[1]

PERFORMANCE MEASURE		2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2011 TARGET	2012 TARGET	2013 TARGET	2014 TARGET
PM.1	**Level of employee engagement**	62	60	60	68[2]	64	66	67

[1] Comparative results for 2009 and 2010 were not audited by the OAG.

[2] The target of 68 represents the figure published in the *2011–2013 Service Plan*, against which we are reporting. The adjusted expectation for 2011 was a corporate score of 62, as mentioned in the text above.

PM.1 Data Sources and Reliability

BC Assessment has a contract with BC Stats, part of the Ministry of Labour, Citizens' Services and Open Government, to act as an independent third party to conduct our employee engagement survey. The survey gauges employee perceptions on motivation, work capacity and capability, leadership, and alignment with the vision, mission and goals. BC Assessment uses the same Workplace Environment Survey as the provincial government. Using this same measurement tool gives us confidence that it is well tested and reliable and also enables future benchmarking with other public sector organizations.

PM.1 Discussion

The 2011 employee engagement score of 60 is identical to the 2010 score, but positive shifts were seen in several underlying drivers that have been identified as key to engagement at BC Assessment: staffing practices, supervisory-level management and executive-level management. Small declines in the pay and benefits and vision, mission and goals drivers offset areas where we have begun to see positive movement.

Internal shifts in organizational structure, the economic slowdown and associated impacts on the assessment roll production process, and a general environment of fiscal restraint in the B.C. public sector could all have negatively impacted our engagement score.

Major Programs and Initiatives

BC Assessment undertook significant activities in 2011 to enhance employee engagement:

- The Corporate Engagement Committee identified five key areas for corporate engagement improvements, all under the overall theme of "Building Trust"
- Five project teams developed solutions to address identified engagement issues under the areas of:
  - Pay and benefits
  - Staffing practices
  - Supervisory-level management
  - Executive-level management
  - Autonomy
- An increased number of development opportunities were offered to staff through expressions of interest for acting positions and committee participation
- BC Assessment and CUPE local 1767 implemented a pilot telework initiative to support flexibility in the workplace
- Focus and advisory groups were conducted to involve staff in identifying workplace issues and solutions

Looking Ahead

Employee engagement remains the top strategic priority in the *2012–2014 Service Plan*. Our goal is to continuously improve our workplace in order to make BC Assessment an even better place to work, and to ensure we are an organization whose high levels of performance meet our customers' needs. Employee learning and development is a significant component of our strategy to retain, attract and develop a customer-focused and highly skilled workforce. We have set an engagement target of 64 for 2012 and will build on the work we have already begun in this key area of our business.

Goal Statement

Our customers have trust and confidence that their needs will be anticipated and met with care and professionalism.

Strategy

Consistently deliver services that anticipate and meet the needs of our customers.

Strategic Risks

BC Assessment faces a number of strategic risks that impact our ability to meet customer satisfaction targets:

- **Customer and stakeholder information technology integration:** External stakeholders and customers may lack the capacity or desire to shift technologies with BC Assessment, resulting in an inability to maintain services and relationships, or to leverage new opportunities
- **External service commitments:** External service commitments to a wide range of customer and stakeholder groups might not align with BC Assessment's capacity to deliver, resulting in a reduced ability to be efficient and effective and meet service expectations

PM.2 Importance

As a Crown corporation, BC Assessment serves the citizens of B.C. and demonstrates value through professional delivery of products and services. Customer satisfaction with our performance is a critical indication of how well we are fulfilling our mandate and customer service commitments. We conduct regular surveys to obtain customer feedback from property owners and taxing jurisdictions, and use the feedback to improve BC Assessment products and services.

PM.2 Targets

We base our targets on past performance, an assessment of customer needs and our proposed improvement strategies. We have typically set targets high to encourage BC Assessment and our staff to continually seek ways to further improve customer service. The professional survey firm responsible for our customer market research recommended a target of 80.0% for residential/non-residential customer satisfaction, based on our past performance in this area and an average statistical result for similar government agencies. However, given the importance of customer satisfaction to our organization, the Board of Directors has continued to set "stretch" targets for these two customer groups. The target for residential/non-residential customer satisfaction was set at ≥ 85.0% for 2011 to 2013.

Similarly, the target for local government and First Nations customers is ≥ 95.0%, to reflect the Board's desire for a precise and ambitious customer satisfaction measure.

PM.2 Data Sources and Reliability

BC Assessment conducts regular customer surveys with our five key customer groups (residential property owners, non-residential property owners, local government, First Nations customers and the provincial government), using an independent market research firm hired through a competitive process. We evaluate the qualifications and experience of the selected firm through a request for proposal process, and are confident that the services received are reliable and that the market research firm conforms to industry standards in the performance of the survey work. BC Assessment provides the firm with customer group contact lists. For the large residential and non-residential customer groups (*Table 2*), these lists are a randomly generated sample based on property owners who have had direct contact with BC Assessment in 2011, whether for an inspection, an appeal or an inquiry. For the much smaller local government and First Nations customer

GOAL 2 PERFORMANCE MEASURES, RESULTS AND TARGETS – 2009 TO 2014[1]

PERFORMANCE MEASURES		2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2011 TARGET	2012 TARGET	2013 TARGET	2014 TARGET
PM.2	**Percentage of customers satisfied or very satisfied with service:**							
	Residential/non-residential	83.9%	83.8%	80.9%[2]	≥ 85.0%	≥ 85.0%	≥ 85.0%	≥ 85.0%
	Local government/First Nations	95.8%	Biennial Survey	97.0%	≥ 95.0%	Biennial Survey	≥ 95.0%	Biennial Survey

[1] Comparative results for 2009 and 2010 were not audited by the OAG.

[2] The 2011 result for residential/non-residential customer surveys has been restated from the 82.6% figure reported in the *2012–2014 Service Plan*. This discrepancy is due to a difference in calculation methods; the restated figure of 80.9% best ensures year over year comparability of results.

groups, BC Assessment provides complete client lists to support full and unbiased data collection and analysis. In 2011, we continued to use the same customer survey method and set of questions as in 2010 to ensure that composite results were compiled on a consistent basis for year-over-year comparison.

BC Assessment uses two performance measures aligned to our customer groups of residential/non-residential property owners and local government/First Nations. For ease of presentation, we blend the results into one number for each of the two groupings, but for the purpose of internal performance reporting, we continue to track the performance measures separately for the four individual customer groups.

Details on the methodology and results for all of BC Assessment's 2011 customer surveys may be found in the final reports online.

PM.2 Discussion

For its residential/non-residential customers, BC Assessment did not meet the ≥ 85.0% target, with a score of 80.9%. This result is lower than the 2010 result of 83.8%. The ≥ 85.0% target is particularly challenging, as the residential/non-residential measure represents our largest and most diverse customer group. These property owners are geographically dispersed across the province, and comprise a wide range of entities. They have a variety of specific concerns and characteristics, such as significant property assessment changes within small geographic areas. BC Assessment staff must be knowledgeable, flexible and attentive in meeting the needs of these customers to realize a score of 80.9% satisfaction. It is worth noting that the independently recommended target for this type of measure is 80.0%. BC Assessment has set a higher target to inspire the organization to deliver excellent customer service.

In 2008, at the request of the local governments and First Nations, we implemented a biennial survey program to avoid survey fatigue with these customer groups and conducted the first biennial survey in 2009. The 2011 survey result of 97.0% satisfaction with BC Assessment's service exceeded our target of ≥ 95.0% and demonstrated improvement over the 2009 score of 95.8%. The 2011 score is one indication that BC Assessment is consistently meeting the needs of taxing jurisdictions.

Major Programs and Initiatives

BC Assessment conducts regular customer surveys to identify what we are doing well and where we can make improvements. We also strive to strengthen customer relationships through a number of consultation forums with a range of property owner representatives, and continued working with the Taxing Jurisdiction Advisory Committee (TJAC), both to improve the quality and timeliness of the data we provide and to streamline and enhance data access. In 2011, we committed to implement recommendations to improve the current Property Assessment Review Panel (PARP) process in collaboration with the Ministry of Community, Sport and Cultural Development.

In 2010, BC Assessment initiated the development of a unified corporate customer service strategy that aligns resources to better respond to the needs of our customer groups. The focus of this strategy in 2011 was on the local government customer group. We also continued to provide customer service excellence training for staff, and to invest in our ability to provide map-based information and better property search capabilities to our customers through e-value*BC*, an online tool for comparing assessments.

Looking Ahead

BC Assessment is committed to maintaining our focus on customers' needs, and will undertake a range of initiatives to further enhance customer service:

- Development of web portals, leading to full self-service capability and real time two-way data exchange with all clients and stakeholders
- Implementation of a customer call centre to provide better handling of calls, during the enquiry and appeal periods in particular
- Deployment of a geographic information system (GIS) audit tool that permits regional districts to view tax codes spatially to ensure that properties are being taxed correctly
- Enhancements to e-value*BC*, providing more data to property owners in order to support the understanding of fair, equitable values
- Work with the First Nations Tax Commission to enhance the partnership and to provide First Nations with better property information to support independent tax processes

Goal Statement

The provincial government, stakeholders and partners are actively engaged and collaborating with us to provide effective assessments.

Strategies

- Continue the trusted business relationship with the provincial government to support our mutual goal of excellence in delivering assessment services
- Develop and enhance strong partnerships and alliances with our stakeholders and partners that promote trust and mutual benefits

Strategic Risks

Clear and timely communication: BC Assessment must maintain a trusting and positive relationship with the provincial government and be proactive in addressing emerging issues to avoid potential political and reputational impacts. To adhere to our "no surprises" approach, BC Assessment maintains regular two-way communication with government contacts.

PM.3 Importance

The provincial government is BC Assessment's sole Shareholder, and depends on our products and services to meet a range of needs. As part of this unique business relationship, we are required to implement the government's assessment policy, follow its strategic direction and provide proactive assessment solutions that support government objectives. Monitoring the quality of our service enables us to identify where we are doing well, and where we need to improve our performance and strengthen this relationship.

PM.3 Targets

Beginning in 2006, BC Assessment surveyed provincial government customers about their satisfaction with available products and services. We review the feedback and identify areas where we can make improvements. We base our targets on past performance, an assessment of customer needs and our proposed improvement strategies. We typically set targets high, to focus our staff on customer service. For 2011–2013, the target for the provincial government survey was set at equal to or greater than 95.0%.

PM.3 Data Sources and Reliability

The data sources and reliability are the same as for the previous performance measure for the local government/First Nations surveys. We use the assistance of an independent market research firm selected through a request for proposal process, and are confident that the services received are reliable. The market research firm conforms to industry standards in the performance of the survey work with BC Assessment. BC Assessment provides the firm with a list of clients from the provincial government, Crown corporations, and other agencies that regularly use BC Assessment services and information. We used the same customer survey method and set of questions in 2011 as in 2009, to ensure the results were compiled on a consistent basis. Details of the methodology and results for our *2011 Provincial Government Client Survey* may be found in the final report online.

GOAL 3 PERFORMANCE MEASURE, RESULTS AND TARGETS – 2009 TO 2014[1]

PERFORMANCE MEASURE		2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2011 TARGET	2012 TARGET	2013 TARGET	2014 TARGET
PM.3	**Percentage of customers satisfied or very satisfied with service:**							
	Provincial government	99.4%	Biennial Survey	98.5%	≥ 95.0%	Biennial Survey	≥ 95.0%	Biennial Survey

[1] Comparative results for 2009 and 2010 were not audited by the OAG.

PM.3 Discussion

In 2008, at the request of the provincial government, we implemented a biennial survey program to avoid survey fatigue with our Shareholder and conducted the first biennial survey in 2009. The 2011 result still well exceeds the target of ≥ 95.0% and represents a strong and consistently positive relationship. The 2011 score indicates a very high level of sustained performance for the organization, and demonstrates that BC Assessment has been successful in meeting the needs of and responding to the increasing number of requests for information from the government, as represented by various provincial government ministries.

Major Programs and Initiatives

In support of provincial government initiatives, BC Assessment collaborated with the Ministry of Community, Sport and Cultural Development (the ministry with the legislative responsibility for the property assessment function) on the following:

- Implemented Government's decisions resulting from Farm Assessment Review Panel (FARP) recommendations; completed drafting FARP legislation and accompanying regulations
- Provided policy advice and analysis as requested on ministry priorities related to assessment, and ensured that the ministry was advised of any emerging issues
- Participated on an as-needed basis to develop strategies to address the concerns of industrial and business property taxpayers
- Implemented a pilot project for holding Property Assessment Review Panel (PARP) hearings by teleconference in the Capital and North regions (Terrace and Prince Rupert)

BC Assessment has also collaborated with the provincial government on the following:

- Provided support and advice to the Ministry of Finance with respect to property tax policy issues, and to the Ministry of Aboriginal Relations and Reconciliation in relation to the First Nation tax treaty implementation process

Looking Ahead

BC Assessment will continue to promote more effective consultation and collaboration with the provincial government, our partners and stakeholders to ensure emerging issues are identified early and actions taken to manage them. Strong and proactive relationships are critical to our business success and continue to be a strategic goal for BC Assessment.

Goal Statement

Our customers, stakeholders and partners receive timely, accurate and reliable products and services.

Strategies

- Ensure uniformity and quality in assessment information
- Provide convenient, innovative ways to access and exchange information

Strategic Risks

- **Inventory reassessment:** Outdated property assessment inventory may result in a loss of confidence in our assessments. BC Assessment must find effective ways to maintain a timely reassessment schedule for all property types
- **Continuous growth:** There are over 1.9 million properties that require assessment services on the 2012 Assessment Roll, and more are added each year. Combined with a fairly stable staff complement within BC Assessment, this growth challenges us to find new and more efficient ways of delivering our products and services

PM.4 Importance

BC Assessment interprets high acceptance of assessments by residential and non-residential property owners as a validation of the quality, accuracy and acceptance of our work. Property owners who do not agree with the estimate of their property's market value or exemption status, or who believe that their property was improperly classified, can challenge the assessment. If a change or correction is warranted, BC Assessment recommends changes to a local Property Assessment Review Panel (PARP), a three-member independent panel appointed by the government. Property owners who continue to disagree with the assessment can request an independent review by a PARP. For this reason, an important measure of public acceptance of the annual assessment roll is the number of complaints (appeals) to PARPs. For more information on appeal processes and timelines, please visit the B.C. government Property Assessment Review Panel and Property Assessment Appeal Board websites.

BC Assessment tracks annual statistics to determine the number of residential and non-residential property owners who apply in writing or online for an independent review of their assessment by a PARP (see *Figure 3*). Property Assessment Appeal Board (PAAB) appeal rates are not included in this measure, as these hearings can take a number of years to resolve and may skew the results for the annual performance measure program.

PM.4 Targets

Targets were chosen that reflect historical trends. For residential property owners, formal complaints (appeals) each year are usually submitted by fewer than 2% of all residential owners. For non-residential property owners, this number is usually below 5%. We believe consistently low rates of appeal suggest that property owners largely accept the assessed values and that the assessment roll is of high quality. In our internal analysis, 98% assessments accepted without appeal represents a good balance between efficiency and accuracy in the assessment process under normal circumstances.

PM.4 Data Sources and Reliability

Property owners are requested to submit their concerns about their assessment in January of each year following receipt of their assessment notice. These submissions lead to hearings that are held by independent panels in communities throughout the province. Following the hearings and prior to April 7 each year, BC Assessment is required to send Notices of Decision to property owners, indicating what the panel's decision was and whether the complaint was successful or unsuccessful. Data quality is maintained throughout this process by internal controls, including a review of the complaint data and comparison with historical trends and current market movement, to ensure completeness and accuracy.

Data integrity is a vital component of any information system. BC Assessment relies on our data not only in carrying out our mandate of producing accurate annual property assessments, but also in satisfying many customers' property-related information needs. Both the Quality Assurance and Business Processes Department and the Internal Audit Department regularly review the quality and accuracy of data. The annual

GOAL 4 PERFORMANCE MEASURE, RESULTS AND TARGETS – 2009 TO 2014[1]

PERFORMANCE MEASURE	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2011 TARGET	2012 TARGET	2013 TARGET	2014 TARGET
PM.4 **Percentage of assessments accepted without appeal**	98.5%	98.4%	98.8%	≥ 98.0%	≥ 98.0%	≥ 98.0%	≥ 98.0%

[1] Comparative results for 2009 and 2010 were not audited by the OAG.

internal audit plan includes reviews of critical systems and processes that impact data integrity.

PM.4 Discussion

For the 2012 Assessment Roll, produced during the 2011 calendar year, BC Assessment experienced a significantly reduced number of appeals to PARP: 22,845 total appeals, down from 31,296 on the 2011 Assessment Roll. This number correlates to a 98.8% acceptance rate, and represents an increase in acceptance over the past few years.

We believe that the activities that are based on our "No Surprises" approach were contributors to the substantially reduced number of appeals for the 2012 Assessment Roll. These activities include proactive communication with property owner groups and taxing jurisdictions, combined with enhanced customer service mechanisms. BC Assessment added new functionality to e-value*BC* to offer improved customer service, including development of help material, communications and public videos. We added Quick Response (QR) codes to the 2012 Assessment Notices, and developed a supporting mobile website.

Also, real estate market conditions across B.C. were relatively stable in 2011, which often correlates with a reduced number of appeals. As any appeal to PARP requires BC Assessment effort to resolve, fewer appeals reduce the impact on our limited staff capacity and allow those resources to be redirected toward enhancing quality and service levels in other areas. Our current result of 98.8% acceptance indicates that our 2011 work in creating the 2012 Assessment Roll produced a high-quality, well-received and accepted roll.

Major Programs and Initiatives

The key to improving property owner acceptance of an assessment is to listen and respond to customer concerns, to improve customer service and access to information about how their assessment was determined, and to provide education on and increase awareness of the assessment system. BC Assessment meets every year with the Ministry of Community, Sport and Cultural Development to discuss improvements to the appeal process and ensure that those wanting to appeal their assessments have the information and the opportunity to fully participate.

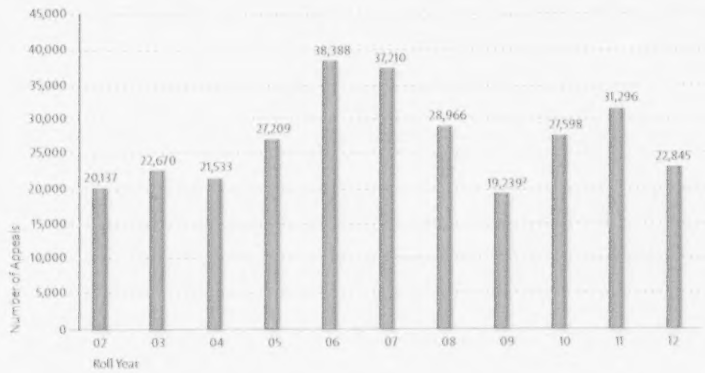
Other supporting programs and strategies include the following:

- **Access to information:** We continue to enhance the functionality of e-value*BC*, our popular online tool for comparing assessments
- **Monitoring of market trends:** On an ongoing basis, we analyze and communicate market trends internally to our staff and externally to our customers
- **Transparency of the appeal/complaint process:** The annual Property Assessment Communications Campaign aims to raise public awareness of the process in various ways, including inserts mailed with all assessment notices, news releases and media information, select print and radio advertising in B.C. communities, and the public website

Looking Ahead

To maintain low appeal rates, BC Assessment will continue to promote public awareness of the assessment and complaint/appeal processes. We will continue to improve the transparency of the processes and access to assessment information. We will also review the range of programs and services to ensure continuous improvement in their quality and accuracy.

FIGURE 3: APPEAL RATES – 2002 TO 2012[1]



[1] Comparative figures for 2002 to 2011 have not been audited by the OAG.

[2] The appeal rate in 2009 was likely reduced by Bill 45 (*Economic Incentive and Stabilization Statutes Amendment Act*), which provided for special valuation rules for the purpose of the 2009 tax year only. Properties were valued at the lower of the 2007 or 2008 valuation date.

PM.5 Importance

The assessment to sales ratio (ASR) measures how closely assessments mirror a property's actual selling price. BC Assessment measures the ASR for properties in accordance to internationally recognized standards set by the International Association of Assessing Officers (IAAO). The ASR is calculated by dividing the actual value (as determined by BC Assessment) of a property that has sold by its selling price, and expressing the result as a percentage.

PM.5 Targets

BC Assessment measures the ASR for properties according to internationally recognized standards. The IAAO has set the median ASR standard between 90% and 110%. However, BC Assessment has set more challenging targets: between 97% and 100% for the residential assessment roll and between 95% and 100% for the non-residential assessment roll.

PM.5 Data Sources and Reliability

The reliability of this roll quality performance measure is dependent on the records provided by the Land Title and Survey Authority of British Columbia (LTSA), the agency responsible for managing, operating and maintaining the province's land title and land survey systems. The LTSA was established in January 2005 under the *Land Title and Survey Authority Act* as an independent organization and must meet obligations and targets that the provincial government has established for it in legislation and in an operating agreement between the LTSA and the Province of British Columbia.

The LTSA is responsible for the continued integrity of the province's modified Torrens land title system for registering land titles. The system involves examining and registering applications for land transfers and establishing and releasing charges on titles. The land title registration system provides conclusive evidence of title, as mandated in the *Land Title Act*. BC Assessment obtains an automated data feed of relevant LTSA information, which is reconfigured for our internal assessment systems and flagged for any inconsistencies. A variety of controls, both internal and external, allow BC Assessment to verify the accuracy of the information drawn from the LTSA.

The results for this performance measure compare the market value transactions as registered against the actual value as determined by BC Assessment's appraisal staff, so the completeness and accuracy of the ASR depend on consistent and rigorous review of property sales. The Internal Audit Department regularly evaluates internal controls, and we have completed several projects over the past few years to analyze our performance in verifying and processing property sales.

PM.5 Discussion

The median ASR is one of BC Assessment's two primary roll quality measures. The ASRs in this annual report are based on the 2012 Revised Roll, and the data are generated in our performance management information system and reported annually in an Assessment Roll Quality Report, which is a detailed statistical analysis of the accuracy and uniformity of the assessment roll. BC Assessment's Internal Audit Department also conducts periodic audits on the key performance indicator information as part of the three-year audit plan that is approved by the Board.

The ASR is calculated by dividing the actual value (as determined by BC Assessment) of a property that has sold, by its selling price, and expressing the result as a percentage. For example, if a property is assessed with a value of $243,000 and it sold for $250,000, the ASR would be 97.2%. In short, the ASR measures how accurately BC Assessment appraises property at market value. Our statistics reflect all available

GOAL 4 PERFORMANCE MEASURE, RESULTS AND TARGETS – 2009 TO 2014[1]

PERFORMANCE MEASURE		2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2011 TARGET	2012 TARGET	2013 TARGET	2014 TARGET
PM.5	**Assessment to sales ratio (ASR):**							
	· Residential	96.9%	97.6%	98.0%	97.0–100%	97.0–100%	97.0–100%	97.0–100%
	· Non-residential	95.4%	96.3%	96.5%	95.0–100%	95.0–100%	95.0–100%	95.0–100%

[1] Comparative results for 2009 and 2010 were not audited by the OAG.

single-family residential arm's-length sales for the two quarters surrounding our valuation date of July 1 (i.e., April 1, 2011 to September 30, 2011). For non-residential sales, the data are based on sales occurring throughout the year.

For the 2012 Assessment Roll, completed by December 31, 2011 and revised through the PARP process in early 2012, BC Assessment's residential ASR result is 98.0%, and non-residential ASR is 96.5%. Both these figures fall within the target ranges, representing improvement over previous years and indicating a trend toward increased accuracy in capturing market value assessments.

Major Programs and Initiatives

Key corporate strategies include measuring and ensuring the uniformity and quality of the assessment rolls, and developing best practices and business rules for improved efficiency. BC Assessment's Quality Assurance and Business Processes Department regularly reviews the quality and accuracy of assessment information. Each year, BC Assessment produces an annual Assessment Roll Quality Report that compares each roll quality measure against international standards. The report is reviewed by staff, the Executive Management Team and the Board of Directors to determine if there are opportunities to improve data quality.

Sales are the basis of the assessment roll, and this area needs to be well executed and documented to provide auditable assurance of integrity in the performance measures such as ASRs and CODs that support roll quality. The Internal Audit Department continues to undertake audits in high-priority areas to provide further assurance that the organization has established sufficient processes and controls to help produce a high-quality assessment roll. As an example of our commitment to a verifiable and uniform assessment roll, we completed a two-year audit project to analyze our performance in undertaking sales editing and potentially inappropriate sales reassessment practices as part of the development of the assessment roll, and are working to implement the recommendations of this audit to enhance sales validation.

Looking Ahead

High-quality assessments remain the foundation of BC Assessment's mandate. BC Assessment will continue to promote uniformity and quality in the assessment rolls through the common application of statutes, policies, business rules and best practices throughout the province.

Folios, Parcels and Properties

Folio (BC Assessment)
A collection of data, identified by a roll number, that consists of ownership, actual value and other information required for assessment purposes. The data in a folio usually describe one parcel and any improvements on it. A folio may describe multiple parcels and their improvements, or a portion of a parcel and/or the improvements on such a parcel. Folio is synonymous with (Assessment) Roll Number.

Parcel (*Assessment Act*)
A lot, block, or other area in which real property is held or into which real property is subdivided and includes the right or interest of an occupier of Crown land but does not include a highway or portion of a highway.

Property (*Assessment Act*)
Includes land and improvements.

PM.6 Importance

The coefficient of dispersion (COD) measures the quality of assessments by calculating the dispersion, or spread, of all the ASRs around the median ASR. Less dispersion indicates higher quality assessment information, and is reflected by a lower COD. The COD is a measure of appraisal uniformity. This measure is important in public reporting on roll quality and is complementary to the ASR measures.

PM.6 Targets

The target for rural properties is higher than for residential properties in urban areas because rural areas are typically less comparable to each other. The COD standard set by the IAAO for single-family residential properties is under 15% for urban regions and under 20% for rural regions. BC Assessment has set ongoing targets of under 10% and under 15%, respectively. Our statistics for the COD are based on all available single-family residential arm's-length sales for the two quarters surrounding our valuation date of July 1 (i.e., April 1, 2011 to September 30, 2011). The dispersion results will be overstated when large swings in property values occur over the six-month period.

PM.6 Data Sources and Reliability

The coefficient of dispersion (COD) is the second of BC Assessment's two primary roll quality measures. The IAAO has set standards for each of these statistical measures. The COD in the annual report is based on the 2012 Revised Roll, and the data are generated by the performance management information system and reported annually in an Assessment Roll Quality Report. As with the ASR, the reliability of this roll-quality performance measure is founded on the title records from the Land Title and Survey Authority of British Columbia.

BC Assessment measures the COD for properties located in both urban and rural areas, according to internationally recognized standards. To calculate the COD, the differences between each ASR in a group and the median ASR are added together. The average deviation is the sum of these numbers, divided by the number of properties in the group. The COD is the average deviation divided by the median, and is expressed as a percentage. An example of calculating a COD is provided in *Table 7*.

TABLE 7: COD CALCULATION EXAMPLE

USING 97.5% AS THE MEDIAN:	
ASSESSMENT TO SALES RATIO	**DEVIATION FROM MEDIAN**
95.5%	2.0
96.7%	0.8
97.5%	0.0
98.7%	1.2
99.2%	1.7
Total Deviation	5.7
Average Deviation	1.14
COD =	1.14/97.5 or 1.17%

GOAL 4 PERFORMANCE MEASURE, RESULTS AND TARGETS – 2009 TO 2014[1]

PERFORMANCE MEASURE		2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2011 TARGET	2012 TARGET	2013 TARGET	2014 TARGET
PM.6	**Coefficient of dispersion (COD):**							
	· Urban	6.5%	6.5%	5.9%	< 10.0%	< 10.0%	< 10.0%	< 10.0%
	· Rural	8.2%	8.0%	7.7%	< 15.0%	< 15.0%	< 15.0%	< 15.0%

[1] Comparative results for 2009 and 2010 were not audited by the OAG.

PM.6 Discussion

For the 2012 Assessment Roll, completed by December 31, 2011 and revised through the PARP process in early 2012, BC Assessment's urban COD is 5.9% and rural COD result is 7.7%. Both of these results fall well within the target ranges and represent an improvement over previous years.

Major Programs and Initiatives

BC Assessment's Quality Assurance and Business Processes Department regularly reviews the quality and accuracy of assessment information. Each year, an annual Assessment Roll Quality Report compares each roll quality measure against international standards (IAAO). The Internal Audit Department and the Quality Assurance and Business Processes Department regularly perform reviews in high-priority areas to provide further assurance that BC Assessment is focused on establishing sufficient and appropriate processes and internal controls for us to consistently produce a high-quality assessment roll.

Looking Ahead

High-quality assessments remain the foundation of what BC Assessment does. BC Assessment will continue to promote uniformity and quality in the assessment rolls through the common application of statutes, policies, business rules and best practices throughout the province. Continued development of the quality assurance and internal audit programs should further enhance roll quality.

Goal Statement

Our business is conducted in an effective, efficient and financially sustainable manner.

Strategy

Develop innovative, risk-based practices to deliver efficient and effective business operations.

Strategic Risks

- **Project management for multiple initiatives:** BC Assessment is undertaking a number of large-scale, transformative projects. These must be carefully planned, communicated and managed throughout their respective implementation phases, to ensure that we limit any adverse impacts on delivery of our core products and services
- **Information technology resources:** While many benefits can be drawn from the use of new technologies, including increased effectiveness and efficiency in business processes, transitions and upgrades in information technology often require additional financial and human resources, training, and ongoing maintenance and technical support for effective implementation

PM.7 Importance

A stable, dependable assessment roll is vital to taxing authorities and is a key element in our mission. In any given year, property status can change and new properties may be created while others are deleted. Just over 14,500 new folios were identified in the 2012 Assessment Roll. BC Assessment provides taxing jurisdictions with a complete roll that is used to determine tax rates and apply them to all property owners. Since the taxing jurisdictions use our assessments to provide the tax base that ultimately funds their public services, the performance measure of roll stability is accepted by taxing jurisdictions as a critical measure of performance for BC Assessment.

PM.7 Targets

This performance measure examines taxes refunded as a result of a number of supplementary rolls over a defined period of time. Annually, senior assessment and quality assurance staff consider past performance and new business processes and quality improvements under way when they set targets for future years, and have currently set our target at less than or equal to 0.37%. Targets are reviewed annually, but the prescribed three-year targets represent our historical roll stability levels.

GOAL 5 PERFORMANCE MEASURE, RESULTS AND TARGETS – 2009 TO 2014[1]

PERFORMANCE MEASURE	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2011 TARGET	2012 TARGET	2013 TARGET	2014 TARGET
PM.7 **Assessment roll stability**	0.35%	0.32%	0.36%	≤ 0.37%	≤ 0.37%	≤ 0.37%	≤ 0.37%

[1] Comparative results for 2009 and 2010 were not audited by the OAG.

PM.7 Data Sources and Reliability

BC Assessment annually measures the stability of the assessment roll by analyzing the number of additions or deletions made to the roll. The objective of this measure is to minimize tax losses to the taxing jurisdictions by creating a stable, dependable assessment roll. This performance measure examines taxes refunded as a result of a number of supplementary rolls, which are changes to the roll after the official close of the annual assessment roll. Supplementary changes are made to correct property information or to account for revised property values resulting from PAAB decisions. It may take up to 10 years to resolve individual cases. Although value changes to the roll can be negative or positive, only the refunds are considered in this measure, because refunds reduce the amount of money that municipalities have available to them. The measure considers 19 months of information for one year in arrears. For example, the 2011 target year measures roll stability for the 2010 Assessment Roll by examining taxes refunded owing to supplementary rolls issued between May 1, 2010 and December 31, 2011.

PM.7 Discussion

BC Assessment met the 2011 target (2010 Assessment Roll) of ≤ 0.37%, with refunds amounting to 0.36% of general-purpose tax revenues. This is a higher result than the 0.32% refunded for the previous roll, but does not exceed the target and indicates an acceptable level of stability for taxing jurisdictions. Our efforts to improve roll quality are directly linked to our activities supporting the three performance measures for Goal 4: percentage of assessments accepted without appeal, assessment to sales ratio (ASR) and coefficient of dispersion (COD). Our work on these three performance measures improves roll quality by enhancing transparency of the assessment process and improving data quality.

Major Programs and Initiatives

The programs and strategies that contribute to roll stability encompass the process of assessment, the collection of data, the management of information and even the distribution of information. Each year, a range of projects is undertaken to improve the overall quality of the roll, which in turn contributes to roll stability. Improvement projects are also undertaken each year for specific property types. Processes such as the production of the annual assessment roll are being further automated, and regular reviews conducted within the quality assurance and internal audit programs assist us in our efforts to establish sound business processes and a high level of data quality.

Looking Ahead

BC Assessment continues to strengthen its working relationships with taxing authorities through the Taxing Jurisdiction Advisory Committee, which represents our local government customers, to ensure prompt identification of and action on issues that affect roll stability. Continued development of the quality assurance and internal audit programs will further enhance roll quality.

PM.8 Importance

This performance measure reflects BC Assessment's commitment to keeping assessment service costs for property owners as low as possible while continuing to meet growing service demands in an increasingly complex business environment. BC Assessment relies almost exclusively on property tax levies for the largest part of its revenues, so efficiency and cost-effectiveness are required to minimize any potential increases to levies.

PM.8 Targets

The targets for 2012 to 2014 are based on service plan forecasts, which take into consideration projected new property construction and development, as well as assumptions regarding changes in revenues and expenditures. The Board of Directors is committed to keeping the cost per property as low as possible while responding to the demands of BC Assessment's various stakeholders for improved services and information.

PM.8 Data Sources and Reliability

The cost per property for assessment services funded from tax levies has been calculated by taking total expenditures for the year (less revenues that are not categorized as "tax levies," "payments in lieu of taxes" or "First Nations revenue"), and dividing this total by the number of properties for the revised roll produced in the following year.

BC Assessment strives to maintain appropriate internal controls and reports regularly to the Audit and Finance Committee and the Board of Directors, and quarterly to the Office of the Comptroller General. We are subject to an annual external audit of our financial statements, currently performed by Grant Thornton LLP. These controls contribute to data quality and reliability.

The number of properties used in calculating this measure is drawn primarily from the title records of the Land Title and Survey Authority of British Columbia. In addition, BC Assessment undertakes its own data quality assurance reviews of all incoming data feeds prior to entry into our value*BC* system.

PM.8 Discussion

BC Assessment met the cost per property target for 2011, coming in below our target of $40.45 with an average actual cost per property of $40.25. Details on our financial performance for 2011 are outlined in the Management's Discussion and Analysis section starting on page 36.

The cost of doing business continues to go up, as evidenced by the increase in the cost per property. The principal drivers of increased costs are wages and benefits, corporate and office expenses, appeal costs, and investments in information management and information technology. For details, please see the Financial Review and Statements section of this report. Investments in technology and business processes have been essential in allowing BC Assessment to improve service levels while at the same time holding the line steady on employee growth as compared with folio growth over the past two decades (*Figure 4*).

GOAL 5 PERFORMANCE MEASURE, RESULTS AND TARGETS – 2009 TO 2014[1]

PERFORMANCE MEASURE	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2011 TARGET	2012 TARGET	2013 TARGET	2014 TARGET
PM.8 **Cost per property for assessment services – net**	$39.11	$39.90[2]	$40.25	$40.45	$41.42	$42.29	$43.09

[1] Comparative results for 2009 and 2010 were not audited by the OAG.

[2] The 2010 result for cost per property, formerly reported as $39.99, is restated to align with the public sector accounting (PSA) standards adopted by BC Assessment in 2011. For more information, see the Financial Review and Statements section of this report.

Major Programs and Initiatives

BC Assessment is committed to its goal of fiscal responsibility. Maintaining the cost of assessment services is supported by the corporate strategy of developing innovative methods to increase efficiency.

Key initiatives undertaken in 2011 include the selection of a new print and mailhouse vendor for delivery of the 2012 Assessment Notices, resulting in cost savings. We also made significant progress on the Enterprise Resource Planning system in 2011, paving the way to implementation in 2012.

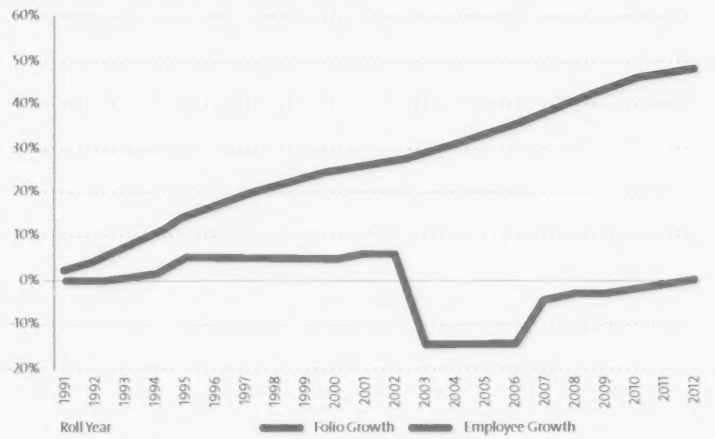
BC Assessment has started using a risk-based reassessment model to help identify how to best allocate our limited resources, and has also introduced a computerized residential mass appraisal tool used by appraisers at their desktop for reassessments.

Looking Ahead

Continued folio growth will challenge the organization in meeting its commitment to fiscal responsibility. In response, we will maintain the current programs aimed at providing efficiencies, including working in specialized appraisal teams, ensuring the consistency of valuation policies, and developing best practices and business rules. We will improve performance by making investments in technology and tools to gain efficiencies, and by exploring partnership opportunities with other organizations (e.g., local governments) to cost-share on initiatives critical to achieving our objectives.

FIGURE 4: BC ASSESSMENT'S PRODUCTIVITY – 1991 TO 2012[1]

ANNUAL GROWTH[2] (1990 BASE YEAR)



[1] Comparative figures for 1991 to 2011 have not been audited by the OAG.

[2] The significant drop in staffing levels during 2002–2005 was a direct result of the BC government's Core Services Review, which mandated BC Assessment to reduce its workforce by 20%.

PM.9 Importance

Climate Action is an ongoing initiative within BC Assessment to reduce our impact on the climate and to help the province meet its greenhouse gas (GHG) and sustainability objectives. As a public sector organization, BC Assessment is required by the provincial government to define, measure, report and verify GHG emissions, plan and implement internal actions to reduce GHG emissions and offset any remaining annual emissions by purchasing carbon offset credits from the Pacific Carbon Trust. The performance measures for GHGs have been defined by the provincial government in the Carbon Neutral Government Regulation, part of the *Greenhouse Gas Reduction Targets Act*. GHGs are measured through the use of SMARTTool, a web-based GHG measurement and reporting tool administered by the Climate Action Secretariat for participating public sector organizations in B.C.

PM.9 Targets

As previously mentioned, the GHG performance targets were initially set in 2010 based on the 2008 and 2009 consumption data, then reviewed in early 2011. As noted in the *2010 Annual Service Plan Report*, the targets for 2011 to 2013 were revised to recognize an error in the data for the baseline year of 2009; data received from third parties for electricity and natural gas consumption at two leased facilities were overstated by 113 tonnes of CO_2 equivalent, resulting in a recalculation of future targets. Subsequent to the publication of the *2010 Annual Service Plan Report* in May 2011, further adjustments were made to GHG emissions targets as analysis of the 2010 data provided increased understanding of our consumption trends. These shifts are reflected in the 2012–2014 targets.

PM.9 Data Sources and Reliability

BC Assessment has worked with Shared Services BC to implement SMARTTool, which provides standardized methods for measuring and reporting on the production of GHGs for provincial government and public sector organizations. BC Assessment places reliance on third-party reports and tools to provide complete and accurate consumption data; any issues have been addressed and information restated, as mentioned above. We have tracked and measured the 2008, 2009, 2010 and 2011 consumption data for facilities, fleet and paper usage as required by legislation.

PM.9 Discussion

The 2011 result of 498 tonnes of CO_2 equivalent emissions was a drop of nearly 19% from the 2010 result of 610 tonnes of CO_2 equivalent emissions and is well below the 2011 reduction target of 601 tonnes of CO_2 equivalent emissions.

The 2011 actual result was achieved primarily through reductions in natural gas and electricity consumption for facilities.

BC Assessment shifts in facilities during 2010, including the head office move to a LEED Gold facility and the Vernon and Penticton office amalgamation into the Okanagan Regional Office located in Kelowna, had impacts on reducing BC Assessment's GHG emissions in 2011.

For more details, please see the BC Assessment Carbon Neutral Action Report on the LiveSmart BC website.

GOAL 5 PERFORMANCE MEASURE, RESULTS AND TARGETS – 2009 TO 2014[1]

PERFORMANCE MEASURE		2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2011 TARGET	2012 TARGET	2013 TARGET	2014 TARGET
PM.9	**Greenhouse gas (GHG) emissions (tonnes of CO_2 equivalent)**	694	610	498	601	592	583	575

[1] Comparative results for 2009 and 2010 were not audited by the OAG.

Major Programs and Initiatives

Key initiatives during 2011 include the following:

- Reduced older vehicles in the fleet
- Reduced the use of toner and energy by replacing 157 printers, photocopiers and faxes with 41 environmentally advanced multi-functional devices
- Continued to support the Green Teams located in each office
- Continued to communicate environmental success stories and green tips through the use of our SharePoint intranet site

Looking Ahead

BC Assessment will continue building on the foundation of work identified in our GHG reduction plans. We remain committed to reducing our emissions in support of the provincial government's *Climate Action Plan*. Future GHG emissions reduction opportunities under consideration include the following:

- Ensuring that energy efficiency is a top priority whenever offices are moved to new facilities or are renovated
- Continuing investment in technology and processes to decrease paper usage and electricity and natural gas consumption
- Replacing retired fleet vehicles with more fuel-efficient hybrid vehicles

Management's Discussion and Analysis

The following financial statement discussion and analysis should be read in conjunction with BC Assessment's audited financial statements and related notes for the fiscal year ended December 31, 2011.

The financial information provided in this analysis is presented in accordance with the Canadian public sector accounting (PSA) standards as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants. All prior years' financial information was prepared based on Canadian Generally Accepted Accounting Principles.

This is BC Assessment's first-time adoption of PSA standards. A retroactive restatement of 2010 comparative amounts was necessary to align previously reported financial results with the new standards.

Summary of Financial Results for 2007–2011 and Financial Plan for 2012–2014

Table 8 summarizes BC Assessment's financial results for the fiscal years 2007–2011 and the financial plan for the next three years as set out in BC Assessment's *2012–2014 Service Plan*. The table also compares the 2011 actual results to the restated 2010 actual results and the 2011 budget.

Matthew, Appraiser; Terrill, Appraisal Assistant

TABLE 8: SUMMARY OF FINANCIAL RESULTS FOR 2007–2011 AND FINANCIAL PLAN FOR 2012–2014

IN $000s	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL (RESTATED)[1]	2011 ACTUAL	2011 BUDGET	MORE/(LESS) THAN 2011 BUDGET	MORE/(LESS) THAN 2010 ACTUAL	2012 PLAN	2013 PLAN	2014 PLAN
STATEMENT OF OPERATIONS											
REVENUE											
Tax levies	65,372	69,151	72,845	75,785	76,927	76,930	(3)	1,142	79,064	81,593	84,022
Other	6,523	6,093	5,346	5,407	5,381	5,370	11	(26)	5,028	4,905	4,795
Total Revenue	**71,895**	**75,244**	**78,191**	**81,192**	**82,308**	**82,300**	**8**	**1,116**	**84,092**	**86,498**	**88,817**
EXPENDITURES											
Employee	51,066	51,023	53,169	53,965	55,098	55,503	(405)	1,133	55,901	56,823	58,437
Office premises	4,613	5,084	5,461	7,392	6,185	6,504	(319)	(1,207)	6,582	6,707	6,836
Information and communication technology	4,728	4,912	6,076	5,486	5,601	5,893	(292)	115	6,210	6,937	7,245
Amortization	3,351	3,361	3,991	4,376	4,489	4,660	(171)	113	5,302	5,700	5,741
Appeal costs	4,367	3,825	3,500	3,508	3,882	3,896	(14)	374	4,158	4,288	4,378
Corporate and office	2,123	2,230	2,381	2,135	2,727	2,634	93	592	2,694	2,707	2,770
Assessment notice printing and postage	1,454	1,478	1,522	1,635	1,618	1,743	(125)	(17)	1,668	1,744	1,804
Travel	1,574	1,510	1,231	1,442	1,563	1,467	96	121	1,577	1,592	1,606
Total Expenditures	**73,276**	**73,423**	**77,331**	**79,939**	**81,163**	**82,300**	**(1,137)**	**1,224**	**84,092**	**86,498**	**88,817**
Net Income (Loss)	**(1,381)**	**1,821**	**860**	**1,253**	**1,145**	**0**	**1,145**	**(108)**	**0**	**0**	**0**
TOTAL DEBT											
Total Debt	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
EQUITY BALANCES, END OF YEAR											
Equity in capital assets	12,773	14,423	13,311	15,208	14,493	14,350	143	(715)	14,467	13,418	12,418
Equity from operations, appropriated	4,450	5,950	10,000	5,500	5,500	6,000	(500)	0	6,000	6,500	7,000
Equity from operations, unappropriated	7,210	5,881	3,803	6,217	8,077	7,615	462	1,860	7,603	8,152	8,652
Total Equity	**24,433**	**26,254**	**27,114**	**26,925**	**28,070**	**27,965**	**105**	**1,145**	**28,070**	**28,070**	**28,070**
CAPITAL INVESTMENT											
Net Capital Investment	**2,876**	**5,040**	**2,998**	**6,775**	**4,255**	**3,430**	**825**	**(2,520)**	**5,069**	**4,450**	**4,513**

[1] BC Assessment adopted public sector accounting (PSA) standards in 2011. A retroactive restatement of 2010 comparative amounts was necessary to align previously reported financial results with the new standards.

Comparison of 2011 Actual Results and 2010 Actual Results

Net income for 2011 was $1.15 million, compared to $1.25 million in 2010.

BC Assessment's primary source of revenue is from a tax levy collected from each taxable property. This tax levy is a component of the property taxes paid by property owners to the taxing jurisdictions, which in turn remit the tax levy collected to BC Assessment. Other sources of revenue include payments in lieu of taxes, contracts with First Nations, investment income and revenue from data access services.

Total revenue was $1.12 million higher in 2011 than in 2010. The increase in revenue is exclusively from growth in the number of new properties (folios) added to the assessment roll. BC Assessment was able to fund its operations in 2011 without increasing levy rates, keeping rates low by finding ways to work more efficiently and controlling our costs.

Total operating expenses were $1.22 million higher in 2011 than in 2010. This increase was driven by the following:

- $1.1 million increase in employee expenses, primarily resulting from a rise in salaries and benefits costs from wage rate progressions, an increase in staff development costs and human resource related consulting costs. This increase was partially offset by decreases in other employee expenses such as employee relocation, occupational health and safety, recruitment programs, labour relations, and retirement and service awards.
- $592,000 increase in corporate and office expenses, related mostly to increased efforts in a number of regulatory and strategic initiatives, including the following:
  - Financial conversion to Public Sector Accounting Board standards
  - Review and update of BC Assessment's procurement policies
  - Enterprise Resource Planning (ERP) project
  - Management Information System road map and the Information Resource Management Plan
  - Risk Based Inventory Management project
  - Service Standards project
  - Enterprise Risk Management support to the Board of Directors
- $374,000 increase in appeal costs. Costs requisitioned by the province to cover the operating costs of the Property Assessment Review Panel and the Property Assessment Appeal Board were higher by $274,000 in 2011 than in 2010. BC Assessment is responsible for covering the costs incurred by the Ministry of Community, Sport and Cultural Development for operation of the appeal system. In addition, external legal costs and expert witness fees were higher by $100,000 owing to a number of high-profile and precedent-setting appeals that required more than the planned level of external technical expertise
- $115,000 increase in information and communications technology costs relating to the implementation of wireless networking in all BC Assessment offices
- $121,000 increase in travel expenses, due mostly to increased servicing of properties, value and appeal coordination and temporary employee assignments to teams located in other jurisdictions

The increase in operating expenses was partially offset by a $1.21 million decrease in office premises costs related to non-recurring costs incurred in 2010 for the relocation of head office in Victoria and the amalgamation of the three offices in the Okanagan region into one office in Kelowna.

Investment in capital assets was $2.5 million lower in 2011 compared with 2010, mostly owing to one-time investments in leasehold improvements for the new head office in Victoria in 2010.

This decrease was partially offset by higher investments in the following:

- $893,000 for the replacement of desktop computers
- $260,000 for the replacement of older vehicles

Natasha, Customer Information Coordinator

Comparison of 2011 Actual Results and 2011 Budget

Net income for 2011 was $1.1 million, compared to a break-even budget.

Revenues of $82.3 million were on budget. Operating expenditures of $81.2 million were $1.1 million or 1.4% below budget. Capital expenditures of $4.3 million were $825,000 or 24% over budget.

The lower than expected expenditures occurred in most expense categories, resulting primarily from the following items:

- $428,000 net decrease in operating expenses and a $740,000 increase in capital expenditures caused by a change in the Enterprise Resource Planning (ERP) system "go-live" date from January 1, 2011 to April 1, 2012. The extension of the ERP project resulted in the deferral of amortization charges from 2011 to 2012, as well as lower salaries and benefits expense due to a higher capitalization of staff time, partially offset by higher external consulting costs to support training and change management activities. When fully implemented, the ERP system will contribute to our strategic goal of operational effectiveness by providing enhanced information to support management decision-making
- Deferral of $343,000 of office premises expenses and $120,000 of capital expenditures to better align with BC Assessment's long-term facilities strategy
- Savings of $125,000 in assessment notice production costs resulting from the selection of a new vendor through a competitive bidding process conducted in 2011
- Under-expenditure of $99,000 in the purchase of geospatial services caused by the lag time in the assignment and transition of the contract to a new vendor
- Net savings of approximately $381,000 in other miscellaneous operating expenses

The above savings were offset by the following increases:

- $101,000 relating to the net impact of an accounting adjustment relating to post-employment benefits obligation from the first-time adoption of PSA standards
- $79,000 net increase caused by the change in the scope of work for value*BC*, our core valuation system
- $51,000 relating to the net impact of an accounting adjustment for the reclassification of equipment leases from operating to capital

Acquisitions of capital assets were $4.3 million, approximately $825,000 over budget, mostly due to the net impact of the following items:

- $740,000 increase in the capitalized costs for the ERP system resulting from the extension of the project into 2012
- $589,000 increase relating to the reclassification of leased equipment from an operating expense to a capital lease
- $229,000 decrease in software and other capital acquisitions owing to cancellations, deferrals and savings
- $155,000 decrease in value*BC* assessment system software development resulting from a change in the scope of work
- $120,000 decrease in furniture and equipment purchases following realignment of the office premises investments with the long-term facilities strategy

2012–2014 Financial Plan Assumptions

BC Assessment's operations are subject to a range of risks and uncertainties. As a result, actual results may differ from the future-looking information provided in this plan. The forecast, budget and plan information presented in this financial outlook is for business planning purposes and may not be appropriate for other purposes.

1. Tax levy income is primarily derived from two sources: new construction activity in the province and rate increases. Growth in new construction is expected to be stable over the planning period at approximately 20,000 new property folios per year. Tax levy rates are expected to be 1% in 2012, 1.5% in 2013 and 1.4% in 2014. Rate increases are subject to provincial Cabinet approval

2. Other revenue includes income from contracts with First Nations, payments in lieu of taxes, data access services and other miscellaneous items

3. Expenditures include estimated inflationary increases and funding for planned corporate initiatives

4. BC Assessment is required by legislation to cover the operating costs of the Property Assessment Review Panel (PARP) and the Property Assessment Appeal Board (PAAB). PARP and PAAB are administered by the Ministry of Community, Sport and Cultural Development and are independent of BC Assessment

5. The capital expenditure plan reflects a reinvestment in information management and technology systems, facilities, and other assets necessary to ensure that the business and strategic objectives can be met

6. The Board of Directors of BC Assessment established that funding for significant non-recurring expenditures will be provided from accumulated equity from operations. Appropriated amounts have been classified as a component of equity

AUDITED FINANCIAL STATEMENTS OF BRITISH COLUMBIA ASSESSMENT AUTHORITY

YEAR ENDED DECEMBER 31, 2011

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Financial Statements

Year ended December 31, 2011

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Management's Responsibility for the Financial Statements

The accompanying financial statements of British Columbia Assessment Authority (the "Authority" or "BC Assessment") are the responsibility of the Authority's management and have been prepared in compliance with legislation, and in accordance with generally accepted accounting principles for public sector organizations established by the Public Sector Accounting Board of The Canadian Institute of Chartered Accountants. A summary of the significant accounting policies is described in Note 2 of the accompanying notes to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Authority's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

The Audit and Risk Management Committee meets with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to the board's approval of the financial statements.

The financial statements have been audited by Grant Thornton LLP, independent external auditors appointed by the Authority. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Authority's financial statements.

Connie Fair
President and Chief Executive Officer

Andy Hoggarth
Vice President and Executive Financial Officer

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Grant Thornton

Independent auditors' report

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To the Board of Directors of British Columbia Assessment Authority, and
To the Minister of Community, Sport and Cultural Development, Province of British Columbia

We have audited the accompanying financial statements of British Columbia Assessment Authority, which comprise the financial position as at December 31, 2011, December 31, 2010 and January 1, 2010 and the results of operations, changes in net financial assets, and cash flows for the years ended December 31, 2011 and December 31, 2010, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements
Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion
In our opinion, the financial statements present fairly, in all material respects, the financial position of British Columbia Assessment Authority as at December 31, 2011, December 31, 2010 and January 1, 2010 and the results of its operations, changes in net financial assets, and its cash flows for the years ended December 31, 2011 and December 31, 2010 in accordance with Canadian public sector accounting standards.

Grant Thornton LLP

Victoria, Canada
April 13, 2012

Chartered accountants

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Statement of Financial Position

As at December 31, 2011
(In thousands of dollars)

	December 31 2011	December 31 2010 (Restated – note 1)	January 1 2010 (Restated – note 1)
Financial assets:			
Cash and cash equivalents (note 3)	$ 27,760	$ 26,637	$ 25,894
Accounts receivable	1,892	2,114	1,515
Accounts receivable from provincial government	2	63	29
	29,654	28,814	27,438
Liabilities:			
Accounts payable and accrued liabilities	3,425	4,005	4,644
Accounts payable due to provincial government	782	732	655
Employee benefits and other liabilities (note 4)	9,309	9,306	9,319
Lease inducements	3,481	3,825	1,129
Capital lease obligations (note 5)	980	499	-
	17,977	18,367	15,747
Net financial assets	11,677	10,447	11,691
Non-financial assets:			
Tangible capital assets (note 6)	15,473	15,707	13,311
Prepaid expenses	920	771	670
	16,393	16,478	13,981
Accumulated surplus (notes 1 & 7)	$ 28,070	$ 26,925	$ 25,672

Commitments (note 8)

The accompanying notes are an integral part of these financial statements.

On Behalf of the Board:

Director

Director

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Statement of Operations

Year ended December 31, 2011
(In thousands of dollars)

	Budget (Unaudited – note 10)	2011	2010 (Restated – note 1)
Revenue:			
Tax levies	$ 76,930	$ 76,927	$ 75,785
Data access services	3,702	3,490	3,592
Payments in lieu of taxes	780	846	864
First Nations	560	563	540
Investment income	205	269	202
Other	123	139	182
Gain on disposal of capital assets	-	74	27
	82,300	82,308	81,192
Expenses:			
Employee expenses	55,503	55,098	53,965
Office premises	6,504	6,185	7,392
Information and communications technology	5,893	5,601	5,486
Amortization	4,660	4,489	4,376
Appeal costs (note 9)	3,896	3,882	3,508
Corporate and office	2,634	2,727	2,135
Assessment notice printing and postage	1,743	1,618	1,635
Travel	1,467	1,563	1,442
Total expenses	82,300	81,163	79,939
Annual surplus	-	1,145	1,253
Accumulated surplus, beginning of year	26,925	26,925	25,672
Accumulated surplus, end of year	$ 26,925	$ 28,070	$ 26,925

The accompanying notes are an integral part of these financial statements

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Statement of Change in Net Financial Assets

Year ended December 31, 2011
(In thousands of dollars)

	Budget (Unaudited - note 10)	2011	2010 (Restated - note 1)
Annual surplus	$ -	$ 1,145	$ 1,253
Acquisition of tangible capital assets	(3,430)	(4,255)	(6,775)
Amortization of tangible capital assets	4,660	4,489	4,376
Gain on sale of tangible capital assets	-	(74)	(27)
Proceeds on sale of tangible capital assets	-	74	29
	1,230	1,379	(1,144)
Change in prepaid expenses	-	(149)	(100)
Change in net financial assets	1,230	1,230	(1,244)
Net financial assets, beginning of year	10,447	10,447	11,691
Net financial assets, end of year	$ 11,677	$ 11,677	$ 10,447

The accompanying notes are an integral part of these financial statements

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Statement of Cash Flows

Year ended December 31, 2011
(In thousands of dollars)

	2011	2010 (Restated – note 1)
Cash provided by (used in)		
Operating activities:		
Annual surplus	$ 1,145	$ 1,253
Items not involving cash:		
Amortization	4,489	4,376
Change in lease inducements	(344)	2,696
Gain on sale of tangible capital assets	(74)	(27)
Change in employee benefits and other liabilities	3	(13)
Change in non-cash assets and liabilities:		
Accounts receivable	283	(634)
Accounts payable and accrued liabilities	(530)	(562)
Prepaid expenses	(149)	(100)
Net change in cash from operating activities	4,823	6,989
Capital activities:		
Proceeds on sale of tangible capital assets	74	29
Cash used to acquire tangible capital assets	(3,666)	(6,213)
Net change in cash from capital activities	(3,592)	(6,184)
Financing activities:		
Principal payments on tangible capital leases	(108)	(62)
Net change in cash from financing activities	(108)	(62)
Net change in cash	1,123	743
Cash and cash equivalents, beginning of year	26,637	25,894
Cash and cash equivalents, end of year	$ 27,760	$ 26,637
Supplementary cash flow information		
Non-cash transactions:		
Financing used to acquire tangible capital assets	$ 589	$ 561

The accompanying notes are an integral part of these financial statements

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Notes to Financial Statements

Year ended December 31, 2011
(In thousands of dollars)

The British Columbia Assessment Authority ("BC Assessment") was established in 1974 as an independent Crown corporation by the Province of British Columbia by enactment of the *Assessment Authority Act*. The purpose of BC Assessment is to establish and maintain assessments that are uniform in the whole of the province in accordance with the *Assessment Authority Act*. BC Assessment is exempt from incomes taxes under the *Income Tax Act*.

1. Conversion to Public Sector Accounting Standards:

Commencing with the 2011 fiscal year, BC Assessment has adopted Canadian public sector accounting standards as recommended by the Public Sector Accounting Board ("PSAB") of the Canadian Institute of Chartered Accountants. These financial statements are the first financial statements for which BC Assessment has applied these Canadian PSA standards.

The impact of the conversion to Canadian PSA standards on the accumulated surplus at the date of transition and the comparative annual surplus is presented below. These accounting changes have been applied retroactively with restatement of prior periods. The following changes have been implemented to comply with PSA standards.

	Previously Stated 2010	Adjustment 2010	Restated 2010
Employee benefits and other liabilities	$ 8,044	$ 1,262	$ 9,306
Cash and cash equivalents	26,819	(182)	26,637
Accounts receivable	1,995	182	2,177

Accumulated surplus at January 1, 2010:	
Equity in capital assets	$ 13,311
Equity from operations - appropriated	10,000
Equity from operations - unappropriated	3,803
Accumulated surplus, as previously reported	27,114
Adjustment for post employment benefits on conversion to PSAB	(1,442)
Accumulated surplus, as restated as at January 1, 2010	$ 25,672
Annual surplus for 2010:	
Net income, as previously reported	$ 1,074
Change in post employment benefits expense on conversion to PSAB	179
Annual surplus, as restated	$ 1,253

BRITISH COLUMBIA ASSESSMENT AUTHORITY
Notes to Financial Statements
Year ended December 31, 2011
(In thousands of dollars)

1. Conversion to Public Sector Accounting Standards (continued):

The majority of the adjustment to opening accumulated surplus is due to the recognition of employee future benefits associated with vacation entitlement upon retirement and uninsured death benefits, both of which were not previously recognized as liabilities under the former accounting standards.

Under PSA standards, short-term money market investments are shown using their cost basis. The 2010 cash equivalents were previously shown at their market value and accordingly have been restated at cost. The difference between cost and market value on these investments is entirely attributable to accrued interest, and so accounts receivable has also been restated in 2010 to reflect this impact.

BC Assessment has elected to use the following exemptions allowed upon first-time adoption:

Retirement and post-employment benefits – BC Assessment has elected to recognize all cumulative actuarial gains and losses as of the date of transition to PSA standards directly in accumulated surplus.

Tangible capital asset impairment – BC Assessment has elected to assess conditions for a write-down of a tangible capital asset as noted in Section PS 3150, *Tangible Capital Assets*, on a prospective basis from the date of transition to PSA standards.

2. Significant accounting policies:

The financial statements of BC Assessment are prepared by management in accordance with Canadian generally accepted accounting principles for governments as recommended by the PSAB. Significant accounting policies adopted by BC Assessment are as follows:

(a) Basis of accounting:

BC Assessment follows the accrual method of accounting for revenues and expenses. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

(b) Revenues:

Revenues are recorded in the period in which the transactions or events occurred that gave rise to the revenues.

Tax levies: BC Assessment, by by-law and subject to the prior approval of the Lieutenant Governor in Council, each year imposes and levies a tax upon all taxable real property in the province, but excluding property that is taxable for school purposes only by special Act. A copy of this by-law is forwarded to the Tax Collector of every municipality in the province and to the Surveyor of Taxes in order that the taxes so levied will be placed on the tax rolls. The proceeds of the taxes so levied and collected by the municipalities or the Minister of Finance

2. Significant accounting policies (continued):

constitutes BC Assessment's tax levies revenue. This revenue is recognized equally across all periods in the year.

Other revenue: Other revenue includes revenue from data access services, payments in lieu of taxes, contracts with First Nations, and other miscellaneous revenue (refer to note 9). Data access revenue and other miscellaneous revenue are recognized when earned, while payments in lieu of taxes and First Nations revenue are recognized equally across all periods throughout the year.

Investment: Investment revenue includes interest on deposits in banks, and earnings generated by short-term investments, and is reported as revenue in the period earned.

(c) Lease inducements:

Lease inducements include cash payments, reduced rent and rent free periods. The lease inducement benefits are amortized on a straight-line basis over the occupancy period.

(d) Cash equivalents:

Cash equivalents include short-term highly liquid investments with a term to maturity of 90 days or less at acquisition.

(e) Investments:

Investments consist of deposits in banks and short-term money market instruments and are recorded at amortized cost. Discounts and premiums arising on the purchase of these investments are amortized over the term of the investments. When there has been a loss in value that is other than a temporary declined in value, the respective investment is written down to recognize the loss.

(f) Employee future benefits:

(i) BC Assessment and its employees make contributions to the Public Service Pension Plan. This plan is a multi-employer defined benefit plan, providing a pension on retirement based on the member's age at retirement, length of service and highest earnings averaged over five years. Inflation adjustments are contingent upon available funding. The joint trustee board of the plan determines the required plan contributions annually. These contributions are expensed as incurred.

(ii) Retirement and other future benefits are also available to BC Assessment's employees. The costs of these benefits are actuarially determined based on service and best estimates of retirement ages, expected future salary and wage increases, long-term inflation rates and discount rates. The obligations under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits. Actuarial gains and losses are amortized over the expected average remaining service life of the employees.

BRITISH COLUMBIA ASSESSMENT AUTHORITY
Notes to Financial Statements

Year ended December 31, 2011
(In thousands of dollars)

2. Significant accounting policies (continued):

(g) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(h) Tangible capital assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, is amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful life - years
Buildings	20
Furniture and equipment	3 to 5
Computer equipment	3 to 5
Motor vehicles	5
Assessment system software	10
Other software	1 to 5
Leasehold improvements	Equal to the lease term
Leased equipment	Equal to the lease term

Annual amortization is charged in the year of acquisition and not in the year of disposal. Assets under construction are not amortized until the asset is available for productive use. Tangible capital assets are written down when conditions indicate that they no longer contribute to BC Assessment's ability to provide services, or when the value of the future economic benefits associated with the tangible capital assets is less than their net book value. The net write-down is accounted for as an expense in the statement of operations.

(i) Leased tangible capital assets

Leases that transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

2. Significant accounting policies (continued):

(j) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating provisions for accrued liabilities, the useful life of capital assets and in performing actuarial valuations of employee future benefits. Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from these estimates.

3. Cash and cash equivalents:

Cash and cash equivalents reported on the statement of financial position have cost and market values as follows:

	December 31, 2011		December 31, 2010		January 1, 2010	
	Cost	Market Value	Cost	Market Value	Cost	Market Value
Cash	$ 1,116	$ 1,116	$ 540	$ 540	$ 599	$ 599
Money market funds	26,644	26,857	26,097	26,279	25,295	25,380
Total	$ 27,760	$ 27,973	$ 26,637	$ 26,819	$ 25,894	$ 25,979

4. Employee benefits and other liabilities:

The employee benefit and other liabilities, reported on the statement of financial position, are made up of the following:

	December 31, 2011	December 31, 2010	January 1, 2010
Employee future benefits	$ 3,618	$ 3,654	$ 3,835
Employee past benefits	6	11	11
Other liabilities	5,685	5,641	5,473
Total	$ 9,309	$ 9,306	$ 9,319

Other liabilities include outstanding payables for employer remittances, accrued salaries, vacation, and overtime.

BRITISH COLUMBIA ASSESSMENT AUTHORITY
Notes to Financial Statements

Year ended December 31, 2011
(In thousands of dollars)

4. Employee benefits and other liabilities (continued):

Employees' past benefits:

At the time of the formation of the British Columbia Assessment Authority, BC Assessment negotiated an agreement with those designated employees whose previous working agreements contained clauses that called for payment of certain benefits upon death, retirement or termination of employment. The benefits under the agreement are recognized as a liability. Adjustments to the liability resulting from changes in salary rates are charged to the current year. Payments of benefits are treated as a reduction of the liability.

Employees' future benefits:

Outside of the Public Service Pension Plan, BC Assessment annually accrues the future obligation under the defined retirement benefit plan as the employees render the services necessary to earn the benefit. These retirement benefit plans include a retirement allowance, unearned vacation entitlement, and death benefits. An independent actuarial valuation of the post-employment benefits obligation and net periodic benefit cost was calculated at October 31, 2011 using management's estimates of salary escalation and expected retirement ages. This valuation was then extrapolated to December 31, 2011. The recorded liability represents these estimated future costs discounted to a present value using market interest rates applicable to BC Assessment.

Information about BC Assessment's retirement benefit plans is as follows:

	2011	2010
Accrued benefit obligation:		
Balance, beginning of year	$ 3,654	$ 3,835
Current benefit cost	229	222
Interest	144	151
Benefits paid	(409)	(554)
Balance, end of year	$3,618	$3,654
Actuarial benefit obligation:		
Accrued benefit obligation	$ 3,618	$ 3,654
Unamortized actuarial loss	35	-
Balance, end of year	$ 3,653	$ 3,654

4. Employee benefits and other liabilities (continued):

The significant actuarial assumptions adopted in measuring BC Assessment's accrued benefit obligations are as follows:

	2011	2010
Discount rate	3.25%	4.00 %
Expected future inflation rate	1.50%	1.50 %
Expected productivity and seniority increases	1.10% to 3.65%	1.10% to 3.65%

Over time, changes in assumptions and actual experience compared to expected results will cause actuarial gains and losses in future valuations. A decrease in the discount rate from 2010 to 2011, partially offset by actual benefit payments being less than expected, has created a net actuarial loss at December 31, 2011.

The unamortized actuarial loss on future payments is amortized over the estimated average service lives of the employees which is 12 years.

Other pension plans:

BC Assessment and its employees contribute to the Public Service Pension Plan in accordance with the *Public Sector Pension Plans Act*. The British Columbia Pension Corporation administers the plan, including payment of pension benefits to employees to whom the act applies. The Public Service Pension Plan is a multi-employer, defined benefit plan. Under joint trusteeship, the risk and reward associated with the Plan's unfunded liability or surplus is shared between the employers and the plan members and will be reflected in their future contributions. The most recent actuarial valuation (March 31, 2011) determined the Plan had an unfunded liability. As a result, the Public Service Pension Board of Trustees will implement a contribution rate increase of 0.40% each, for plan members and employers to meet the funding requirements of the *Pension Benefits Standards Act*. The increase in rates will go into effect April 1, 2012.

Contributions to the Plan by BC Assessment for 2011 were $3,755 (2010 - $3,727).

BRITISH COLUMBIA ASSESSMENT AUTHORITY
Notes to Financial Statements

Year ended December 31, 2011
(In thousands of dollars)

5. Capital lease obligations:

In 2010 and 2011, BC Assessment entered into agreements to lease office equipment. These leases are accounted for as capital leases with minimum lease payments for each of the five years of the lease term.

Year ending December 31:	2011	2010
2011	$ -	$ 144
2012	289	144
2013	289	144
2014	289	144
2015	289	130
2016	105	-
Subtotal	1,261	706
Less amount representing interest at 3% per annum	(281)	-
Less amount representing interest at 13% per annum	-	(207)
Present value of net minimum capital lease payments	$ 980	$ 499

Interest of $114 (2010 - $37) relating to capital lease obligations has been included in expenses on the Statement of Operations.

As at January 1, 2010 there were no capital lease obligations.

6. Tangible capital assets:

Cost	Balance at December 31, 2010	Additions	Disposals	Balance at December 31, 2011
Land	$ 354	$ -	$ -	$ 354
Buildings	2,519	-	-	2,519
Furniture and equipment	8,354	158	(4,223)	4,289
Computer equipment	6,847	1,368	-	8,215
Motor vehicles	2,100	260	(380)	1,980
Leasehold improvements	5,060	(2)	-	5,058
Leased equipment	561	589	-	1,150
Assessment system software	13,698	845	-	14,543
Other software	988	167	-	1,155
Assets under development	898	870	-	1,768
Total	$ 41,379	$ 4,255	$ (4,603)	$ 41,031

Accumulated amortization	Balance at December 31, 2010	Disposals	Amortization expense	Balance at December 31, 2011
Land	$ -	$ -	$ -	$ -
Buildings	1,722	-	126	1,848
Furniture and equipment	6,256	(4,223)	723	2,756
Computer equipment	6,141	-	957	7,098
Motor vehicles	1,728	(380)	246	1,594
Leasehold improvements	1,052	-	544	1,596
Leased equipment	45	-	180	225
Assessment system software	7,983	-	1,517	9,500
Other software	745	-	196	941
Assets under development	-	-	-	-
Total	$ 25,672	$ (4,603)	$ 4,489	$ 25,558

Net book value	Balance at December 31, 2010	Balance at December 31, 2011
Land	$ 354	$ 354
Building	797	671
Furniture and equipment	2,098	1,533
Computer equipment	706	1,117
Motor vehicles	372	386
Leasehold improvements	4,008	3,462
Leased equipment	516	925
Assessment system software	5,715	5,043
Other software	243	214
Assets under development	898	1,768
Total	$ 15,707	$ 15,473

BRITISH COLUMBIA ASSESSMENT AUTHORITY
Notes to Financial Statements

Year ended December 31, 2011
(In thousands of dollars)

6. Tangible capital assets (continued):

Cost	Balance at December 31, 2009	Additions	Disposals	Balance at December 31, 2010
Land	$ 354	$ -	$ -	$ 354
Buildings	2,519	-	-	2,519
Furniture and equipment	9,585	1,204	(2,435)	8,354
Computer equipment	8,319	421	(1893)	6,847
Motor vehicles	2,201	-	(101)	2,100
Leasehold improvements	2,670	2,540	(150)	5,060
Leased equipment	-	561	-	561
Assessment system software	12,864	834	-	13,698
Other software	770	317	(99)	988
Assets under development	-	898	-	898
Total	$ 39,282	$ 6,775	$ (4,678)	$ 41,379

Accumulated amortization	Balance at December 31, 2009	Disposals	Amortization expense	Balance at December 31, 2010
Land	$ -	$ -	$ -	$ -
Buildings	1,596	-	126	1,722
Furniture and equipment	7,940	(2,434)	750	6,256
Computer equipment	7,145	(1,892)	888	6,141
Motor vehicles	1,596	(100)	232	1,728
Leasehold improvements	737	(150)	465	1,052
Leased equipment	-	-	45	45
Assessment system software	6,467	-	1,516	7,983
Other software	490	(99)	354	745
Assets under development	-	-	-	-
Total	$ 25,971	$ (4,675)	$ 4,376	$ 25,672

Net book value	Balance at December 31, 2009	Balance at December 31, 2010
Land	$ 354	$ 354
Building	923	797
Furniture and equipment	1,645	2,098
Computer equipment	1,174	706
Motor vehicles	605	372
Leasehold improvements	1,933	4,008
Leased equipment	-	516
Assessment system software	6,397	5,715
Other software	280	243
Assets under development	-	898
Total	$ 13,311	$ 15,707

7. Accumulated surplus:

Accumulated surplus consists of individual fund surplus and reserves as follows:

Accumulated surplus as restated (see Note 1) at December 31, 2010:	
Equity in capital assets	$ 15,208
Equity from operations - appropriated	5,500
Equity from operations - unappropriated	6,217
	26,925
Annual surplus for 2011	1,145
Accumulated surplus at December 31, 2011	$ 28,070
Reserves:	
Equity in capital assets	14,493
Equity from operations - unappropriated	8,077
Reserves set aside for specific purpose by the Board of Directors:	
Replacement of assessment software system	5,500
	$ 28,070

8. Commitments:

BC Assessment is committed to make payments under operating leases and contracts as follows:

2012	$ 9,494
2013	8,400
2014	7,470
2015	5,354
2016	5,251
Thereafter	30,310
	$ 66,278

9. Appeal costs:

BC Assessment is required to reimburse the Province of British Columbia for the operating costs of the Property Assessment Review Panel and the Property Assessment Appeal Board.

BRITISH COLUMBIA ASSESSMENT AUTHORITY
Notes to Financial Statements

Year ended December 31, 2011
(In thousands of dollars)

10. Budget data:

The unaudited budget data presented in these financial statements is based upon the 2011 operating and capital budgets approved by the Board on December 16, 2010.

11. Related party transactions:

BC Assessment is related through common ownership to all Province of British Columbia ministries, agencies and Crown corporations and all public sector organizations such as school districts, colleges, universities and health authorities that are included in the provincial government reporting entity. In addition, transactions with senior management, directors, immediate family members of senior management and directors and companies with which any of the above have a financial interest are also considered related parties. These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

The Statement of Operations includes the following transactions with related parties of the Province of British Columbia:

	2011	2010
Other revenue	$ 94	$ 34
Payments for:		
Appeal costs	2,743	2,469
Salaries and benefits	795	707
Office	266	259
Professional and special services	1,331	899
Interest	23	8
Office premises	419	455
Travel	1	64
Assets (liabilities) at December 31 with related parties		
Accounts receivable	2	25
Accounts payable	(782)	(732)

BC Assessment contracted with the Province for the disposal of surplus property, plant and equipment with net proceeds of $74 (2010 - $29).

APPENDIX A: PROGRESS AGAINST THE *2011 SHAREHOLDER'S LETTER OF EXPECTATIONS*

Jenelle, Appraiser

***2011 SHAREHOLDER'S LETTER OF EXPECTATIONS* – KEY GOVERNMENT DIRECTIONS**	**BC ASSESSMENT – KEY ACTIONS**
Continue to participate in the review of the recommendations for the Farm Assessment Review Panel (FARP) and assist in the analysis and implementation of any recommendations Government decides to adopt	Worked to implement Government's decisions resulting from FARP recommendations; completed drafting of FARP legislation and accompanying regulations No changes impacted 2012 assessments; implementation will be for the 2013 Assessment Roll to allow property owners time to adjust to changes
Work closely with the Ministry on the 2010–2011 legislative and regulatory initiatives and future projects as required by the Minister	BC Assessment was in close contact with the Ministry and provided policy advice and analysis as requested on Ministry priorities related to assessment issues All proposed regulatory and legislative initiatives for the 2012 Assessment Roll were completed in 2011 and will be in effect for the 2012 tax year
Work with Government in the development of strategies to address concerns of industrial and business property taxpayers	Participated on the Executive Steering Committee in conjunction with Government on an as-needed basis throughout 2011 to develop strategies to address the concerns of industrial and business property taxpayers Continued to provide policy and research support to the Ministry in looking for strategies to address taxation issues of industrial and business property owners and municipalities BC Assessment also provided the Ministry with information on assessment systems in other jurisdictions to assist with their analysis
Continue to work with the Ministry to improve Property Assessment Review Panel (PARP) operations through business process improvements, incorporation of customer feedback and improved communications. Initiate a pilot project to develop an alternate delivery model for the PARP process	Initiatives for 2011 included updating the hearing notice, improving BC Assessment's public website content on the PARP process and updating the assessment notice and insert BC Assessment collaborated with the Ministry to set up a pilot project for holding Property Assessment Review Panel (PARP) hearings by teleconference in the Capital and North regions (Terrace and Prince Rupert)
Comply with Government's requirements to be carbon neutral under the *Greenhouse Gas Reduction Targets Act*, including: · Accurately defining, measuring, reporting on and verifying the greenhouse gas (GHG) emissions from the corporation's operations · Implementing aggressive measures to reduce those emissions and reporting on these reduction measures and reduction plans · Offsetting any remaining emissions through investments in the Pacific Carbon Trust, which will invest in greenhouse gas reduction projects outside of the corporation's scope of operations	BC Assessment continued to report its annual emissions, take action to reduce emissions and purchase offsets to neutralize any remaining emissions BC Assessment worked with Shared Services BC to implement "SMARTTool," which provides standardized tools for measuring and reporting on the production of GHG emissions for the provincial government and broader public sector organizations BC Assessment entered consumption data for facilities, fleet and paper usage into SMARTTool and set GHG reduction targets for 2012–2014 Green teams in each BC Assessment office, and corporate initiatives such as the move away from paper-based processes, office consolidations and investment in energy-efficient systems and technologies, support the ability to meet these targets

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